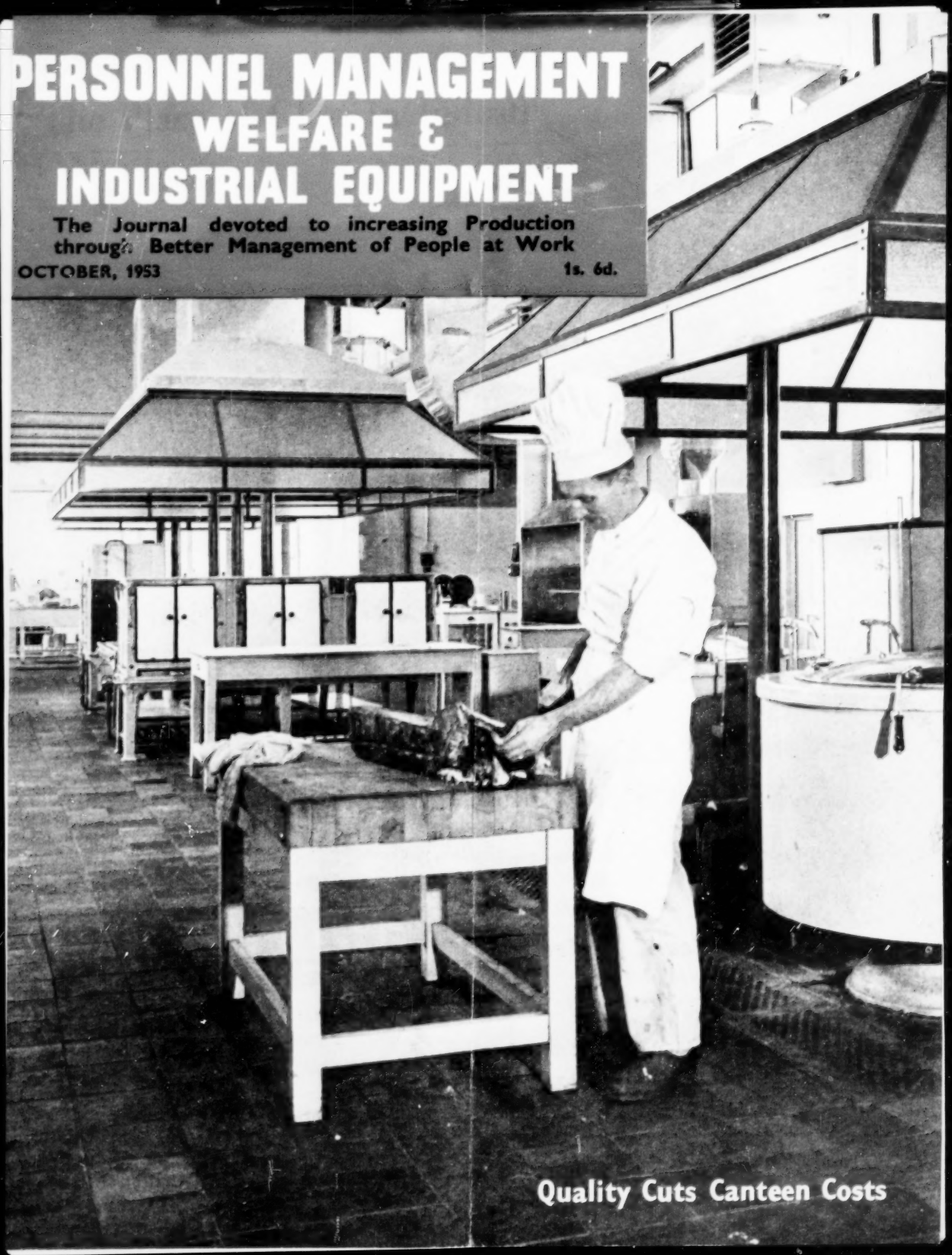
PERSONNEL MANAGEMENT WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to increasing Production through Better Management of People at Work

OCTOBER, 1953 1s. 6d.



Quality Cuts Canteen Costs

Oh-the NOISE!

...clatter-zip-bang, clatter-zip-bang, clatter-zip-bang...

How can anyone stand those typewriters? Nobody escapes—they all get jumpy, irritable, forgetful, then everybody suffers.

All kinds of unnecessary sounds, quite insignificant to those who make them, merge into a nerve-racking din that pours in confusion upon minds vainly trying to concentrate on their own business.

How can you stop noise? Call in Cullum.

Cullum have dealt many shrewd blows at unwanted noise—all of them successful. They are *the* acoustic engineers, you know.

Why not have a word with Cullum now?

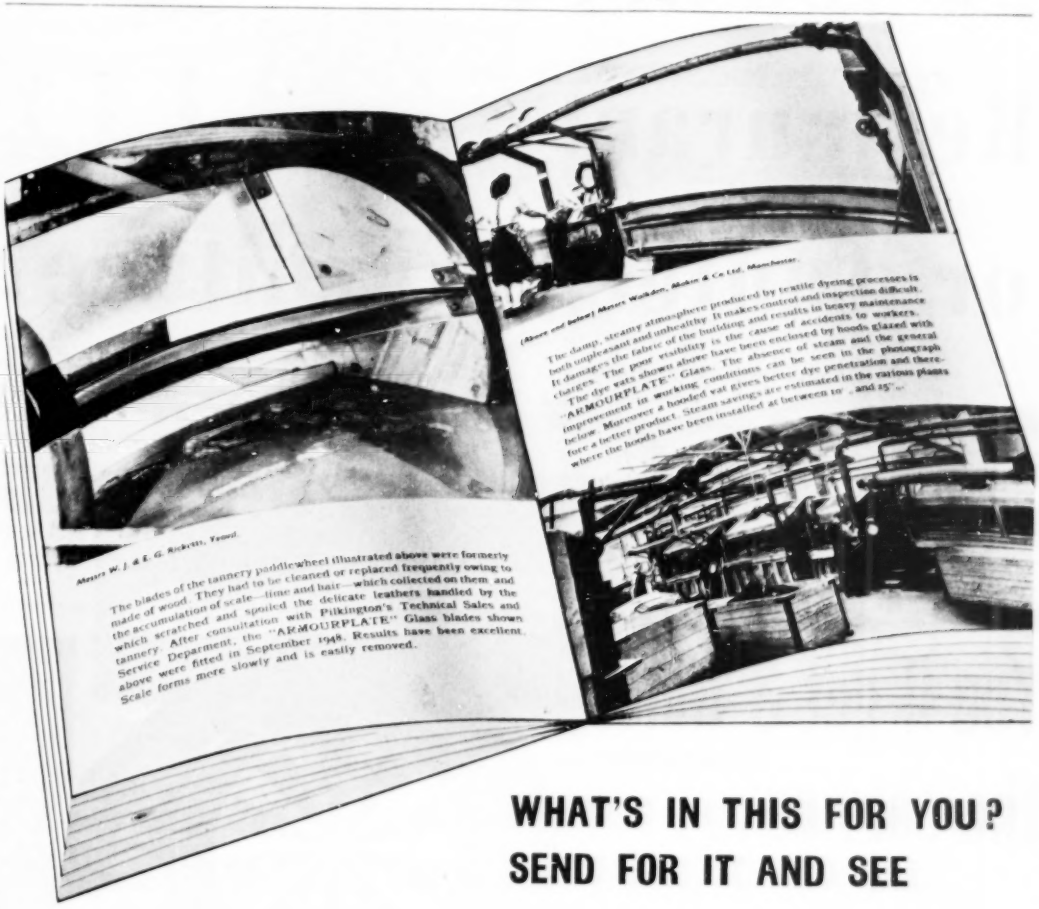
Sound control by CULLUM

THE ACOUSTIC CONSULTANTS & CONTRACTORS

Concessionnaires for **ACOUSTI-CELOTEX**

HORACE W. CULLUM & CO. LTD., FLOWERS MEWS, LONDON, N.19. Tel: ARC 2662-3-4-5

The Place of Glass in Industry . . . . . .



Messrs W. J. & E. G. Ricketts, Yeovil.

The blades of the tannery paddle-wheel illustrated above were formerly made of wood. They had to be cleaned or replaced frequently owing to the accumulation of scale—lime and hair—which collected on them and which scratched and spoiled the delicate leathers handled by the tannery. After consultation with Pilkington's Technical Sales and Service Department, the "ARMOURPLATE" Glass blades shown above were fitted in September 1948. Results have been excellent. Scale forms more slowly and is easily removed.

(Above and below) Messrs Watkin, Akeler & Co Ltd. Manchester.

The damp, steamy atmosphere produced by textile dyeing processes is both unpleasant and unhealthy. It makes control and inspection difficult. It damages the fabric of the building and results in heavy maintenance charges. The poor visibility is the cause of accidents to workers. "The dye vats shown above have been enclosed by hoods glazed with "ARMOURPLATE" Glass. The absence of steam and the general improvement in working conditions can be seen in the photograph below. Moreover a hooded vat gives better dye penetration and therefore a better product. Steam savings are estimated in the various plants where the hoods have been installed at between 10 and 25%.

WHAT'S IN THIS FOR YOU? SEND FOR IT AND SEE

Glass today does many more jobs in buildings and industrial plant than filling windows. To its basic properties of transparency and translucency are added its powers of giving protection, insulation and resistance to impact, thermal shock, and chemical corrosion.

We have published some case histories in the booklet 'The Place of Glass in industry', a copy of which we will gladly send to you.

Our Technical Sales and Service Department at St. Helens, is always available to help you with your problems.

Glass supplies are available through the usual trade channels.

PILKINGTON BROTHERS LIMITED

BRITISH GLASS PB

St. Helens, Lancs., and Selwyn House, Cleveland Row, St. James's, London S.W.1
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L3

PERSONNEL MANAGEMENT, WELFARE & INDUSTRIAL EQUIPMENT

Hatstand (6 ft.) **£6-17-6**

Do you need Restaurant or Canteen Furniture?

Armchair **£3-10-0**

Oblong Table **£5-16-0**

Chair **£2-16-0**

Square Table **£4-19-6**

These chairs and tables are exceptional value for money. The chairs are well made and finished in oak, with leathercloth upholstery in various colours. Tables have oak tops; linoleum or plastic tops can be supplied at a higher price.

Please write for further details of wood or tubular steel furniture.

JOHN PERRING
CONTRACTS DEPARTMENT
7 Richmond Road, KINGSTON-on-THAMES
Phone : KINgston 1718

You'll get 3 times the service...

Especially designed for licensed premises this handsome set is a great money-saver because three times the life is assured by the new principle of fixed numeral ring and rotatable board *plus* separately rotatable backing disc. The flax fibre board needs *no soaking*. See one today at your sports dealer.

PRICE COMPLETE
(Board, backing disc with numeral ring and backboard) **£4.15.0**

from the new *Dunlop 3x* DARTBOARD COMBINATION

DUNLOP SPORTS COMPANY LIMITED · 20 NEW BOND STREET · LONDON · W.1

You'll be glad you installed

G.E.C. fluorescent fittings

—specially suitable for offices

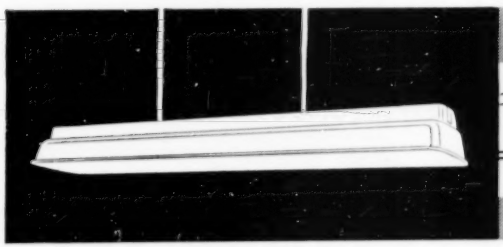
Don't miss these G.E.C. fittings for your fluorescent lighting. Every type has been designed with some particular job and its problems in mind. These models have been tested and proved by actual use on a very wide scale. Virtually every problem that can arise has been met, studied and answered.

Add highly competitive initial cost, low running cost, outstanding ease of installation and maintenance; you will understand why so many in every trade and profession praise G.E.C. fittings as the ideal answer to their fluorescent lighting problems.

For the best results always use Osram tubes.

Economical to buy and operate

Easiest to fit and maintain



F 62064 one light
£12 · 5 · 0
TUBE EXTRA

F 62066 two light
£17 · 3 · 0
TUBES EXTRA

Designed for efficiency

The reflector is made from translucent white opal Perspex. This gives very agreeable low brightness external appearance and a well lit ceiling

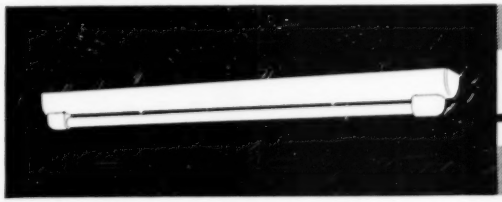
One-man maintenance

The assembly has been planned so that the parts of any installation can be detached or replaced with ease by one man without an assistant.

Suspension

The top chassis containing the control gear may be suspended in three ways:

(a) From conduit suspensions straight into the fitting at 24" centres
(b) By conduit or chain at any suspension centres
(c) By screwing direct to the ceiling



F 36570 one light
£5 · 10 · 0
TUBE EXTRA

This is a simple highly practical channel fitting and is in fact the most widely used of all individual patterns. It has one-piece end caps and the starter-switch is very easily accessible by removing one of the lampholder covers. Provision is made at each end of the fitting for surface conduit. Finished in white stove enamel on steel.

● *The General Electric Co. Ltd., Magnet House, Kingsway, W.C.2*

INDUSTRIAL FLOOR MAINTENANCE

A single machine does the work of a team

With acknowledgements to Marconi's Wireless Telegraph Co. Ltd.

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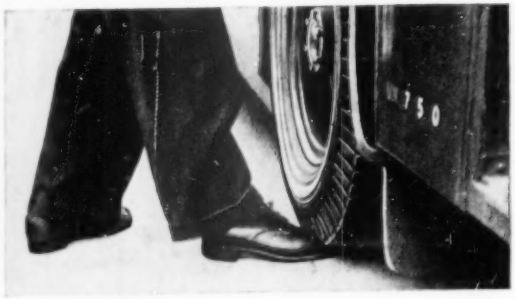
COMBINED SCRUBBING & DRYING MACHINE

Scrubbing floors is not hard work with the "Eagle" Combined Scrubbing and Drying Machine—and it's remarkably quick in operation. Fully automatic in action, the "Eagle" will scrub 5,000 sq. ft. in the hour, and it dries as it goes. This means **no wet floors,** and the area which has been cleaned may be used immediately.

Please write for details of our range of industrial machines which includes smaller models for use on all types and sizes of floors, also technical advice on modern floor cleaning and maintenance.

Cimex-Fraser Tuson Ltd 20/26 CRAY AVENUE, ORPINGTON, KENT *Telephone: Orpington 6731 (5 lines)*
Manchester Office: 211 Oxford Road, Manchester 13

Here's Foot Protection for you!



Even a bus weighing 7 tons 5 cwt. (as proved by our recent test) can pass over your foot without injuring it if you are wearing a pair of "TOTECTORS" safety boots or shoes! The neatly-concealed steel toe caps are *guaranteed* to withstand a dead weight of 3 tons. In workshops and factories everywhere "TOTECTORS" are preventing foot injuries.

"TOTECTORS" Safety Boots and Shoes are manufactured to British Standards Institute Specification.

Safety and Welfare Officers are invited to send for literature

One of the large variety of styles.

WEAR Regd.

TOTECTORS

BOOTS SHOES

THE PIONEERS OF SAFETY FOOTWEAR

WILKINS & DENTON LTD., DEPT. P.M., 51 & 52 WOBURN PLACE, LONDON, W.C.1

B02R

BORAXO contains no harsh abrasives, no strong alkali or penetrating solvent.

BORAXO

(BRAXO)

cleans DIRTY hands

Whenever hands become really dirty, they need Boraxo. It readily tackles ingrained dirt, grease and oil, does not harm the skin, and leaves the hands smooth and supple.

The strong pilfer-proof dispenser ensures greatest economy in use.

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Give Boraxo a trial in *your* works. Attach this coupon to your letterheading for a free sample and full information.

Name of Executive.....

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Some **MEN** *don't seem to understand*

the importance of the welfare side from

THE WOMAN'S ANGLE

By the simple depression of a lever THE BARRYWALD SANITARY INCINERATOR will automatically and effectively destroy sanitary towels, surgical dressings, documents, etc., solving a vital and major welfare problem in FACTORIES, OFFICES, INSTITUTIONS, etc.

Δ THE ONLY INCINERATOR INCORPORATING OUR PATENTED SAFETY DEVICES

The **BARRYWALD** RSGD.

Safety Automatic Incinerator

Pat. Nos. 555062-621085 and corresponding Foreign Patents

Awarded the certificate of the Royal Institute of Public Health and Hygiene

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Furniture of Highest Grade Steel costs you no more!

Shepherd Tubular Steel Furniture is phosphate coated for lasting finish

IT costs no more to buy the best tubular steel furniture—the best in materials and workmanship. That's why more and more people are specifying Shepherd.
Only the highest grade steel tube, formed on the most up-to-date machinery, is used in its manufacture.
And Shepherd furniture *stays* smart looking. Every piece is given a special phosphate coating treatment before the stove enamel finish is applied.
Write to Shepherd (Dept. P.M.) for an illustrated catalogue. You'll see good-looking, competitively priced furniture that will stand up to any amount of punishment.

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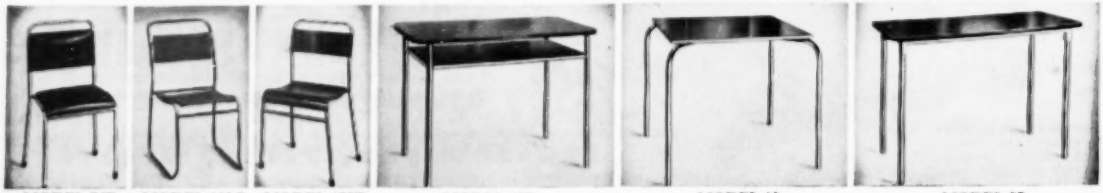
Telephone: TEMple Bar 5385. Cables: Stamstam, London.
MANCHESTER OFFICE: 274 Deansgate, Manchester 3. Tel: Deansgate 7545

A.E.C. LTD. use Shepherd Tubular Steel Furniture

Associated Equipment Co. Ltd. (builders of London's buses) use Shepherd furniture for their 700-seater works canteen at Southall, Middlesex. Made from highest grade steel tube, Shepherd Furniture lasts longer. And a special phosphate coating treatment ensures that each piece *stays* spick and span.



MODEL 76D MODEL 103C MODEL 128D MODEL 45B MODEL 12 MODEL 97

Domestos & Stergene

These two products, either individually or in combination, provide all the cleansing aid likely to be required for maintaining a state of immaculate cleanliness in public buildings, offices, hospitals, schools, institutions, etc. High concentration makes them exceedingly economical and very small quantities are sufficient for all cleaning operations.

Domestos and Stergene are particularly recommended for canteens and for all catering establishments and **"Catering Hygiene"** explains how they may be used to implement the recommendations of the Catering Trade Working Party ; a copy will be forwarded on request.

"Catering Hygiene" summarises the recommendations of the Catering Trade Working Party appointed by the Ministry of Food and shows how those recommendations may be put into practice in a simple and economical manner.

DOMESTOS : A powerful hypochlorite possessing disinfectant properties of a high order. The most efficient sanitary cleanser available; its use in public and staff toilets and lavatories being an assurance of scrupulous cleanliness.

STERGENE : The remarkable liquid soapless detergent so successfully used in canteens throughout the country. Ideal for dishwashing by machine or by hand; will not harm operatives hands. Unsurpassed as a grease remover.

DOMESTOS AND STERGENE MAKE LIFE CLEANER

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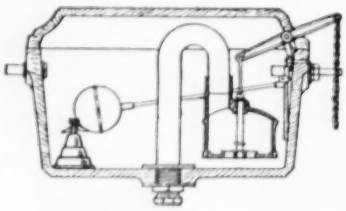
SAFEGUARD YOUR EMPLOYEES

HEALTH

With the SANI-SERVICE toilet deodoriser and disinfector



- **Simple to install.**
- **No interference with other fittings.**
- **Fully automatic, yet no mechanism to go wrong.**

The illustration shows the unit in place—the flushing of the cistern automatically releases a few drops of the "Sani-Dis" concentrated disinfecting and deodorising fluid into the flushing system.

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THORNACRE WORKS, SHIPLEY, YORKS

Manufacturers of :—
MIS-TOFF the De-mister, also Liquid Soaps, Detergents, Disinfectants, Spraying Fluids, Lavatory & Channel Blocks

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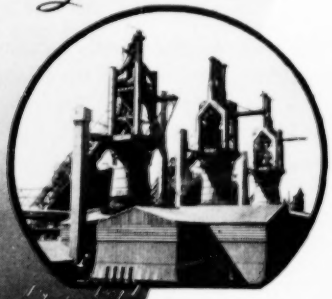
Suitable for Every Industry

INCOMPARABLE IN MINES

INDISPENSABLE IN ENGINEERING



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SAFETY FOOTWEAR

TOSAVA'S

BRIGGS INDUSTRIAL FOOTWEAR LIMITED

17-23 DOVER STREET
LEICESTER TEL. GRANBY 471

The demand for

supercraft

(fashion stylists to Industry)

garments

has become so great that the company have taken over extensive new premises in Manchester as a supplement to the well known Alliance Mill at Oldham. This new plant, fully equipped with the most up to date machinery, is already in full production, contributing its share to the service and quality for which **Supercraft** are famous

Makers of Women's Industrial Occupational Overgowns
Women's Tobralco Office Overgowns, Men's Boiler Suits
Bib and Brace Overalls, Khaki and White Coats, etc.

supercraft (garments) Ltd.
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It calls for *tact...*

The Report of the Chief Medical Officer of the Ministry of Education for 1950/51 emphasises that **"Nurses should wage constant warfare against verminous heads"** to solve this grave social problem.

Wherever numbers of women and girls work together there is always the risk of head pest infestation. Fortunately, there is a sure and swift remedy in SULEO Hair Emulsion, one application of which will clear the worst infested head in a matter of minutes, and will give complete protection for at least fourteen days, even though the hair may be washed in the meantime.

● ***Safe and easy to use*** ● ***Harmless to hair and scalp*** ● ***Undetectable*** ● ***Pleasant***

A bottle of

SULEO

HAIR EMULSION

should be kept in every Welfare Department

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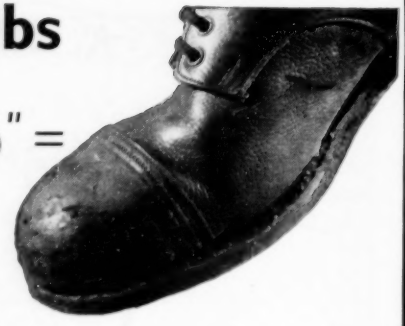
JEYES' LABORATORIES LTD.

MILLBROOK ● CHIGWELL ● ESSEX

675 lbs

from

3'6" =



Read this Factory Manager's letter about the shoe in the picture :

'The owner, C. Kinnersley, was wearing them in our No. 1 Mill at 12.30 a.m. on 21.2.52 while loading up plates One plate, 18 feet long by 2 feet 6 inches wide by $\frac{3}{8}$" thick, approximate weight about 675 lbs., slipped and fell from a height of about 3' 6". One edge of the plate struck over the toe and inner side of his right shoe. The man suffered no injury'

About 675 lbs. of metal from a height of 3' 6"— and the man not hurt!

As the photograph shows, the toecap of the shoe that took the blow isn't even bent...

That's

SOUND BRAND PROTECTION!

Protection is built into the steel-reinforced toecap of Sound Brand Safety Footwear — protection that's invisible in wear, but very much in evidence in an accident

And that protection is guaranteed :

£50 COMPENSATION GUARANTEE

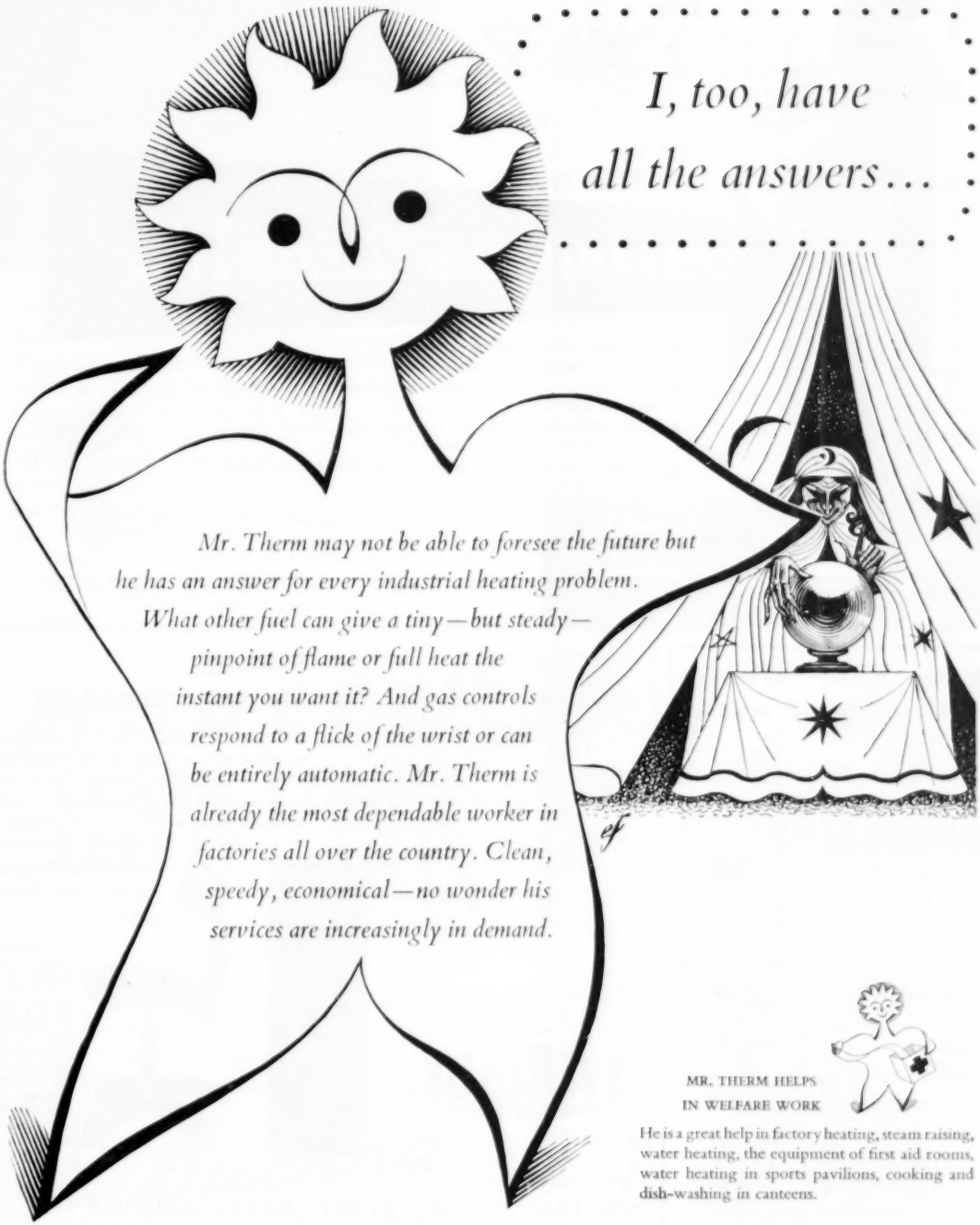
'To every worker who, while wearing Sound Brand Internal Steel Toe Safety Boots, sustains a toe injury, we will pay £5 a week during the period of absence from work up to a maximum of 10 weeks as a result of that injury'

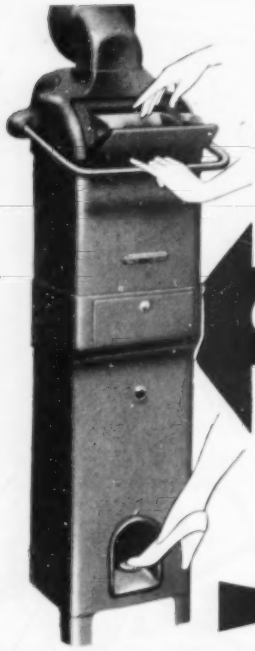
WRITE *for full details of the Sound Brand £50 scheme to*

Sound Boots Limited

SOUNDWELL BRISTOL

Messrs L Elkan Ltd Stepney Bank Newcastle-on-Tyne
Messrs H C Smith Ltd 31 Dale St Manchester


I, too, have
all the answers...
Mr. Therm may not be able to foresee the future but he has an answer for every industrial heating problem. What other fuel can give a tiny—but steady—pinpoint of flame or full heat the instant you want it? And gas controls respond to a flick of the wrist or can be entirely automatic. Mr. Therm is already the most dependable worker in factories all over the country. Clean, speedy, economical—no wonder his services are increasingly in demand.
MR. THERM HELPS
IN WELFARE WORK
He is a great help in factory heating, steam raising, water heating, the equipment of first aid rooms, water heating in sports pavilions, cooking and dish-washing in canteens.
Mr. Therm burns to serve you · THE GAS COUNCIL · 1 GROSVENOR PLACE · LONDON · SW1



The G.E.C. electric SANITARY incinerator

GUARANTEED for 12 MONTHS

★ In a class of its own for hygienic and efficient disposal of sanitary wear and surgical dressings.
★ Simple to operate—foot pedal opens hopper and automatically controls switching.
★ Solid rod heating element for long life; special clutch mechanism for economic operation.
★ Awarded the Certificate of the Royal Institute of Public Health and Hygiene.

WRITE *for fully descriptive folder on the dependable G.E.C. Sanitary Incinerator.*

THE GENERAL ELECTRIC CO. LTD., MAGNET HOUSE, KINGSWAY, LONDON, W.C.2

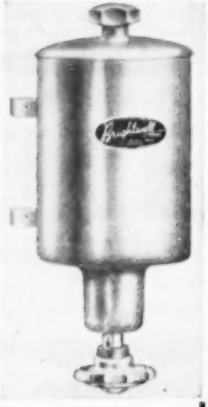
★ *Is Your Works Equipped with*

Brightwell

DISPENSERS ?

for
CREAMS
LIQUIDS
CLEANSERS
etc.

Clean
Economical
Hygienic



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DISPENSERS LTD.

Write for Details Today

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Telephone: Peacehaven 2335 (2 lines)

THE SCIENTIFIC APPROACH TO MODERN SEATING

EVERTAUT LIMITED

(Proprietors) J. B. BROOKS & CO. LTD.

Seating Through the Ages

No doubt Bob Cratchit was quite satisfied with a "pole squatting posture" when "doing the books," but most people prefer a seat designed for sitting upon—a seat which is comfortable because it has been anatomically designed—in fact an Evertaut Seat.

The Evertaut range is wide enough to provide the correct seating for practically all workers irrespective of their job—When the problem is seating, don't "go up in the air"—contact Evertaut.

Please write for Catalogue 2G

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'Phone: BIRchfields 4587 (4 lines) 'Grams: Evertaut, Birmingham

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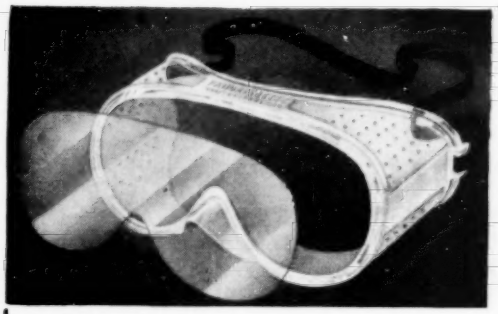

"PANORAMETTE"

New chemical, dust and multi-purpose goggle

A NEW APPROACH TO EYE PROTECTION

New! The *"PANORAMETTE"* Polyvinyl Chloride (P.V.C.) two piece safety goggle is *tough — flexible—lightweight — durable — non-corrosive* and it cannot be attacked by chemicals or acids. It is perfectly ventilated and is water resisting. Has first-class insulation and non-irritant properties and high impact resistance.

Sole manufacturers of "PANORAMA" Eye, Face and Head protection

"PANORAMETTE" fits the contours of the face and is suitable for both men and women. The removable extra thick acetate window can easily and quickly be replaced, and no studs or clips interfere with the **EXTRA WIDE VISION** provided in its construction. **"PANORAMETTE"** also fits over ordinary spectacles, and is available in Crystal Clear or Green anti-glare shades.

Please state if Crystal Clear or Green anti-glare frames required.

Please send for leaflet K for further details and ask for catalogue of all new **"PANORAMA"** *Eye, Face and Head protection. Samples on request.*

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"Panorama House," 53, Old Kent Road London, S.E.1
Tel: BERmondsey 3349/4192 · 'Grams: Kustow, London

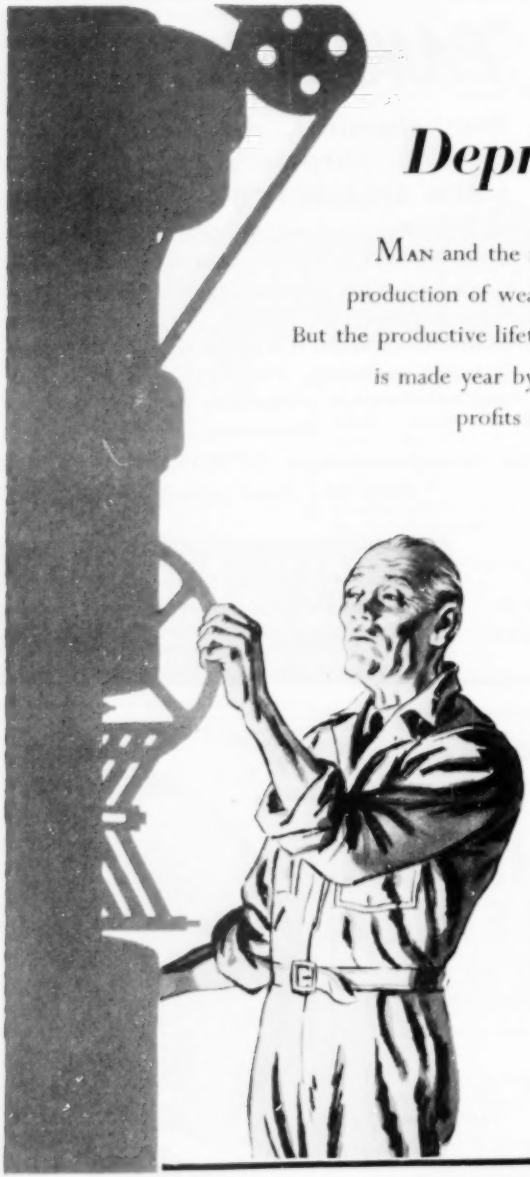
AFTER A DIRTY JOB

CLEAN YOUR HANDS SAFELY AND SPEEDILY

Use Duckham's Anti-dermatitis Skin Cleanser—the long-established, most widely used cleanser in industry; a proved protection against industrial skin troubles.

Write to Alexander Duckham & Co. Ltd., Hammersmith, London, W.6 for descriptive literature and free sample.

Duckham's
ANTI-DERMATITIS
SKIN CLEANSER



Depreciation

MAN and the machine . . . the essential combination in the production of wealth.

But the productive lifetime of each is limited. Depreciation provision is made year by year in respect of every machine out of the profits it helps to create.

What of the man operating it? Unlike the machine, he cannot be scrapped at retirement age. On the contrary, he may expect to live another 12 years . . . but his State pension will be only 32/6d. per week.

Complete, systematic retirement provision for all employees is quite as necessary as provision for depreciation of plant . . . and should, in the same way, be made in advance.

In the past two years alone such provision, amounting to more than **£51,000,000** (including the supplementation of existing pension schemes), has been established through the Noble Lowndes Pension Service.

This unparalleled experience is freely at your disposal.

Enquiries will be dealt with in confidence and without obligation by the Managing Director

The Noble Lowndes Pension Service

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12 EASY ROW, **BIRMINGHAM**, 1 · 7 SOUTH PARADE, **LEEDS**, 1 · 21 COLLINGWOOD STREET, **NEWCASTLE-ON-TYNE**, 1
39 KILDARE STREET, **DUBLIN**

CUT PAINT CLEANING COSTS

WITH THE

"REVVI"

Wall Washing Machine

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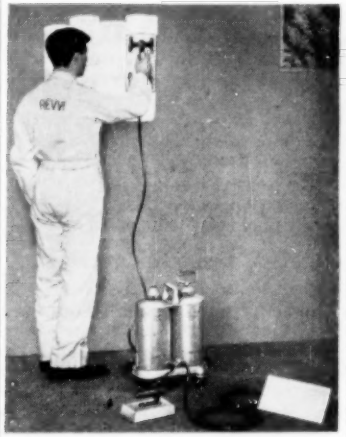

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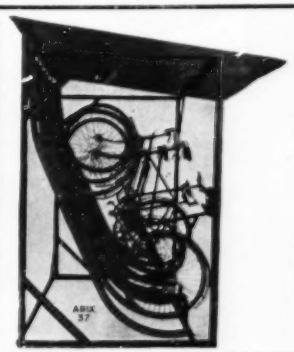

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How Good Management Uses the Pay Packet to Increase Output

By ROBERT McKINNON

On July 20, during a non-Party debate on the place of science in industry, the Rt. Hon. R. R. Stokes, M.P., held the Commons in rapt attention when he expounded on even more basic matters—management/labour relations. His theme was that hard cash would win the productivity battle, in illustration of which he mentioned his own firm, Ransomes and Rapier Ltd., of Ipswich. Here, now, is the full story of how they increased output by 12.2 per cent per man-hour by concentrating primarily on wage incentives. It is the story of a management which has achieved that happy blend of imagination and realism.

The Rt. Hon.
R. R. Stokes, M.P.

A LARGE engineering works producing a wide variety of industrial machinery is bound to have problems of personnel management not met with in the factory where the plant is streamlined to the mass production of one or two basic lines. To put the problem briefly, a complex production pattern means a complex wages structure; so the management has to solve the difficulty of paying each man according to his worth, while making it obvious that there is no unfair discrimination. At the same time, the wage packet must be a direct and powerful incentive towards better output.

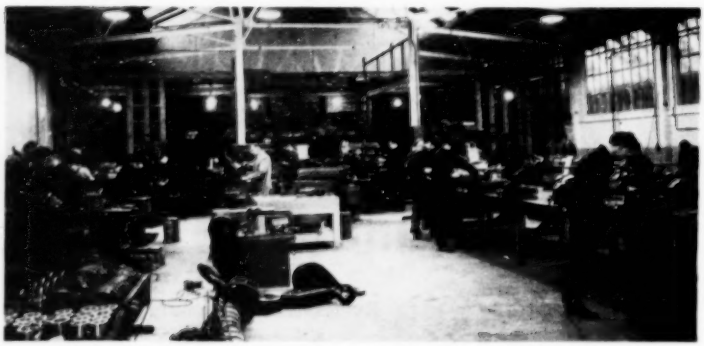
As will readily be appreciated, this is no easy task. Goodwill, even when backed by capable administration, is not enough: there must also be the third ingredient of practical vision.

There is probably no better example of how this problem has been successfully tackled than the bonus incentive scheme of Ransomes and Rapier, Ltd., the Ipswich engineers, who manufacture a wide range of basic machinery covering cranes to concrete mixers. Indeed, so pertinent is the firm's achievement in view of the present need for greater productivity, that its chairman and managing director, the Rt. Hon. Richard Stokes, M.P., felt compelled to tell the House of Commons about it during a recent debate on science and industry. Since the scheme was introduced in October, 1949, he said, average earnings in his firm had risen from 58 per cent to 77 per cent above the standard rate, which meant an annual average tax-free bonus of about £30 per adult male person. Before the scheme was introduced, voluntary absenteeism was about 2 per cent: it now averaged one-tenth of 1 per cent.

Ransomes and Rapier's present incentive scheme stems, in fact, from the measures originally taken to deal with absenteeism which, in 1946, was running at a total rate of 10 per cent. Sickness absenteeism, then 4 per cent, was the first form to be tackled. In their efforts to reduce the rate, the management never lost sight of the fact that much of it was intimately bound up with the pay packet. Men, they discovered, were loth to report sick and were sticking at their jobs until they were really sick *because of the three day's waiting period before National Insurance benefit begins*. The natural consequence of not seeking medical attention right away was that in the long run sick workers had to take more time off than would have been necessary had they gone sick when first feeling ill.

To combat this, the firm brought in their sickness benefit scheme in July, 1946, under which they themselves paid sick workers at certain rates. This had the dual effect of neutralising the N.H.I. "waiting period" and of encouraging workers to report sick as soon as they had real grounds for doing so. Everyone with six months or more in the

The works canteen, built by the works maintenance department in 140 days, can serve 400 meals in ten minutes. In the foreground, a trim, extensive lawn presents a novel contrast to its industrial setting.



Youth has its chance too. At the Boy's School at Ransomes & Rapier's some forty to fifty young apprentices are given a thorough training in all the basic operations used in the factory. A varied production requires versatile technicians and so the firm regard such training as a form of mutual aid.

firm's service was eligible under the scheme. During the first years, the rate for men with five years' service or more was 6s. a day for 90 days, and 4s. a day for the same period following. From these payments, the firm deducted the statutory N.H.I. benefits to which it had contributed. There were specially scaled rates for women and for workers under 21 and over 65, while for those with less than five years' service, the periods of benefit were 30 days.

Certain adjustments inevitably took place when the National Insurance Act, 1948, came into force but the scheme continues in essence. A man with five years' service or over now receives the full sickness benefit rate for the first three days of absence, after which the firm also pay him supplementary benefits of 1s. 6d. a day for 90 days, then 9d. a day for a further 90 days.

Statistics show just what the scheme has achieved. During its first year of operation, the cost was £1,900 but at the same time the sickness absenteeism rate was halved. The average annual cost has since been less than £1,000, while the rate has been further reduced to 1.7 per cent at which it has remained for three years. It is comment enough to add that Ransomes and Rapier employ 1,400 people.

The major problem, however, that of voluntary absenteeism, remained. At the same time, encouraged by their success in dealing with the sickness type, the firm decided that this more serious form of absenteeism was not inevitable, that it was not, as it were, a fixed overhead. Here, especially, they realised the disease had to be attacked via the pay packet. As a result, in the last quarter of 1949, the bonus incentive scheme was put into operation.

The Plan At Work

As already implied, this scheme is scrupulously fair in that it gives each worker a reward commensurate with his skill and effort, discriminates against none, and is a very real stimulus to higher output. Its broad principles are as follows:

First, the scheme applies to all workers from the most highly skilled operatives to floor sweepers, irrespective of whether such men are on time or piece rates. Second, each job has its own time-study and job ticket. Thirdly, production is process-planned all the way through so that no man or team over-produces and has then to relax until the people making other component parts catch up; in other words, there is no question of the industrious operative working himself towards a lower wage. Fourthly, while each worker receives precisely the same amount of cash under the bonus scheme proper, individual earnings still depend on the worker's own skill and industry.

The bonus incentive scheme works in this way. All piecework rates are fixed on a straight 'time allowed' basis, the datum—based on average earnings when the scheme began—being standard time plus 58 per cent. The net bonus is paid quarterly and amounts to 8s. for each point by which average earnings are exceeded. Tax is paid by the company and, through the adjustment of individual bonuses, each worker gets the same amount in cash irrespective of his tax eligibility.

The second quarter of this year provides an excellent example of how the scheme works. Then, the average was time plus 76 per cent, the equivalent of a tax-paid bonus of £28 16s. 0d. for the whole year.

In the four years that the bonus scheme has been operating, in addition to the reduction in voluntary absenteeism to 1/20th of the former figure, output per man-hour has gone up 12.2 per cent with a consequent increase in average earnings, while only twice has the quarterly figure fallen even slightly. It should also be stressed that neither individual earnings nor future bonuses are affected if the quarterly average should fall below datum level.

Managerial foresight does not end here, however, but extends to the smallest details of the scheme. Ransomes and Rapier have devoted scrupulous attention, for instance, to the development of an acceptable rate-fixing policy having special regard to the fact that a large part of their output consists of highly specialised, non-repetitive plant. Rate-fixing and time-study posts are filled entirely from factory promotions and it is four years since arbitration in this field by the works' complaint committee was necessary.

The Worker's Reponse

But the success of the scheme is best reflected in the response of the workers themselves. Not only has there been a fantastic drop in the voluntary absenteeism rate, but there has also been a drop of 50 per cent in the number of people leaving the company within a given period, a factor which becomes all the more significant when it is remembered that the diverse nature of the work prevents the new entrant doing full justice to himself right away. In smaller things, too, the response is obvious. Such things as tea-break times are scrupulously observed and full working power is now reached within five minutes of re-starting.

Above all, the bonus incentive has forged team spirit, a sense of competition between various units, and has imbued the worker himself with a real sense of responsibility.

Ransomes and Rapier have taken the view that good personnel management begins with good wages but that it by no means ends there. Relations between management and

(Continued on page 172.)

The Supervisor Works in a Glass House

says Discussion Leader

So, whenever possible, he should open its door for friendly, man-to-man talks with his staff. In so doing, authority is not weakened, but amicable relations are strengthened and less stones thrown.

DO you remember how in a previous article, we were discussing whether a foreman should clock on and off? I see from the July issue of the American magazine, *Life*, that those of you who do are in company with no less a person than the (just retired) President of Costa Rica, himself. Apparently when he was elected President, he installed a time clock in the presidential mansion and punched it every morning when he arrived for work, and each evening when he left. Thus he had a daily record of his diligence to show to his people.

Many managers in this country make rules for themselves of a similar if less flamboyant kind, demonstrating in a concrete way that they do not expect more from others than they are willing to give themselves. A superintendent of a large assembly shop, for instance, is able to do every job in his shop as well, if not as quickly, as the operators, and he makes a point of trying out all new jobs himself before they go into the production line.

There is a story told of another manager who, during the last war, used to leave a few minutes before stopping time, in order to be first in the bus queue, so that he could have a quick meal at home and be back to see the night-shift on. He was very astonished when he accidentally heard how much dissatisfaction this was causing amongst the rest of his staff who did not know his real reason.

A leader of others obviously lives in a kind of glass house—we all keep a very sharp eye on him. Is this something you've had to deal with? How do you keep one step ahead?

On the subject of giving orders, which I discussed two months ago, Mr. C. E. Parker, an I.I.S. member of 6 Cotton House, New Park Road, London, S.W.2, writes:—

"Surely the whole idea of 'giving orders' as such is out-of-date and we now place the emphasis on how to get things done without apparently 'giving orders.'

"The basis of this new approach is to establish first in the listener's mind the idea that you both have a task to perform which will only get done if you pull together. As this is so easily recognised as a basic truth, what follows is not so much giving orders as making requests and conducting a joint campaign.

"Of course, the harmony in the factory which is needed for this practice can only rest upon a foundation of fair dealing and respect on both sides. The lead in this direction must needs come from the foreman.

"The measure of discipline in any work-group will be the one set by the group's leaders and the foreman has a strong part to play in this direction. He must keep the firm's rules and obey the orders of those above him implicitly. Only the man who knows how to take orders, can give them."

I have quoted this letter because of the emphasis Mr. Parker places on the need for good teamwork. Mr. Tolton a supervisor, living at 32 Hartington Road, Leicester, also feels the same way about this when he writes:—

"Before giving an order, it is essential to have a good understanding between the foreman and those under him. The degree of understanding depends, to some extent, on the size of the department and the number of personnel. In a large department it is advisable to work to a system of line authority, issuing orders to under-foremen or charge-hands. This keeps the unit as small as possible.

"Whether giving orders direct to the man on the shop floor or to one's own subordinates the following rules should be employed:—

1. Explain clearly and carefully what is required.
2. Give information as to why the work is required.
3. Give information as to when the work is required.
4. Explain the standard of work required, and why.
5. Suggest, if necessary (dependent upon the ability of the worker and the nature of the instructions) how the work is to be done.
6. Make sure the person receiving the order understands what you require.
7. Ask for his opinion about the job. If he suggests something on which you disagree, never say 'DON'T DO THAT,' say 'DO THIS INSTEAD'.
8. On completion of the job, express your satisfaction or otherwise and if "otherwise," explain why.

"In short, make the employee feel part of a team with a common end in view, and not just a cog in a wheel."

Another supervisor, Mr. Blackford, makes very similar points in a letter he has written to me. He empha-

sises also that the order giver should possess certain qualities such as judgment, knowing his own mind, a sense of justice, consistency and the ability to keep his head in an emergency.

TRIAL AND ERROR

Ordering, a Skilled Job

IN addition to their general comments I very much like the way Mr. Tolton and Mr. Blackford describe the skills they use when they give orders, for giving orders successfully requires a great deal of skill. Often, however, somebody who possesses a skill, particularly one of the skills involved in dealing with other people, has found, perhaps by a process of trial and error, the best methods for himself, but cannot readily pass on this knowledge to others.

Those of you who have taken the T.W.I. Job Instruction course know that a technical or manual skill has to be analysed and its key aspects recognised, before it can be successfully taught to the learner. Similarly, with the skills involved in dealing with people, analysis is necessary.

Thus, Mr. Tolton sees the giving of an order as a process in which the receiver is asked to participate as fully as possible. In the words of Chester Barnard (himself a business executive of wide experience) which I quoted two months ago "the decision as to whether an order has authority or not lies with the person to whom it is addressed." Mr. Tolton has analysed the successive steps which the order giver should take. This is far removed from the conception of order giving which still dies hard in some quarters, which can be summed up in the words, "I tell you; you do it." Or this can be more graphically illustrated, in the words of the conductor of a No. 96 Bus quoted in the *New Statesman* "This England," "If there are five empty seats and I say the bus is full—the bus *is* full."

Professor Pigors in his book, *Effective Communications in Industry*, suggests that all orders should go through seven phases. The first four phases: planning, preparing your material (including the order receiver), giving the order, and verifying its reception lead to action by the order receiver (which is the fifth phase). The last two phases are checking that all is well and evaluating the result. If you look once more at Mr. Tolton's reply, you will see that he too follows much the same sequence when he gives orders. The last phase described by Mr. Tolton as "on completion of the job, express your satisfaction or otherwise, and, if otherwise, explain why" is an important part of the process, which is often overlooked.

A good order should not only accomplish its technical purpose, but should also recognise the work of subordinates. Thus an order well executed is not completed until a word of praise or a "thank you" has been said. It should also help subordinates to develop their own initiative and so whenever possible a conditional order should be used instead of a direct one. For example, an order from a works manager to a foreman saying "Can you make me 200 of these special screws by 5 o'clock tonight please?" Is better than "I want you to give priority to these 200 special screws—get them through at once." The former order allows the foreman to use his own initiative in fitting the job into his production schedule within the time-limit set.

WRITTEN OR SPOKEN?

A Problem of Approach

BEARING in mind these different phases of an order, what do you think of this one? Mr. Robinson, head of a production department received instructions from the manager of the company (who got them from the Board of Directors) to make certain reorganisations in the work of his department. Mr. Robinson realised this would mean changing some of the girl clerical workers from the command of one of his office supervisors to that of another. This would also involve new seating arrangements. Having worked out all these changes in his own mind, Mr. Robinson sent for his assistant and said he intended to put a notice on the board saying which people were to change supervisors, and giving an outline of the new seating plan. Mr. Robinson's assistant was horrified and said "But you'll get a tremendous amount of trouble if you do it that way." Do you think the assistant was right or not? What are your reasons?

Here's an interesting thought with which to close. It appeared in an address given by Denis Chapman, Senior Lecturer in Social Science at Liverpool University, to the Liberal Summer School, last month. Dr. Chapman said at one point that a 20 per cent increase in a foreman's salary resulted in a corresponding increase in his operative's earnings which, being on a piecework basis, reflected an increase in output. Dr. Chapman added, "If anyone wants a miracle in British industry raise foremen's wages and you will get it!" I wonder. . .

Management Bookshelf

A REFERENCE BOOK FOR PERSONNEL OFFICERS

AN encyclopædia for the personnel manager is indeed a sign of the times, and one such, *Factory Health, Safety and Welfare Encyclopædia*, by C. Conway Plumbe, B.Sc., has now been published (National Trade Press Ltd., 30s.). Mr. Plumbe has tackled his vast field in the manner of all good encyclopædists by alphabetical treatment of his material. The volume, which runs to 328 pages, begins with "Ablution: see Washing Facilities" and ends with "Young Persons" and their employment in industry. Between these extremes lies a mine of information.

Apart from indicating statutory requirements in the matter of health, safety and welfare, the encyclopædia is a guide to enlightened management which wishes to go further in its efforts on behalf of the well-being of its workers. Mr. Plumbe particularly stresses that:

"Remembering that State regulations are always fixing no more than a minimum standard to which even the backward factory must conform, it must be realised that beyond these things much more is today being done not only at a few pioneer works but in very many places up and down the country. Such matters cover colour, decoration, music at work, comfortable seating and considered working posture, conveyance to and from work, social organisation, games and recreational facilities and introduction of workers to control of welfare activities and to full knowledge of the meaning of routine processes."

The personnel manager has, indeed, his full share in the prolixity of modern life.

This wall-chart is conspicuous without being over-detailed. It is supported at the foot by photographic interpretation of some of the main points. Above all, it states the firm's plans simply and directly

The Place of Visual Aids in Industry

By H. C. STRICK

VISUAL aids may be classified as either mechanical or non-mechanical. With the former group—those which involve the instructor in the manipulation of a piece of mechanism, however simple—belong cinematograph films, filmstrips, slides, specimens enlarged by micro-projector or episcope. With the latter belong charts, maps and diagrams, photographs other than those used with some form of projector, models, animate or inanimate specimens and handouts. The blackboard, simplest, most adaptable and most indispensable of all visual aids, comes within the second group.

Strictly speaking, the field of visual aids is wider than the above list might seem to suggest, however. Anything which the instructor uses or does which is calculated to impress itself upon the pupil's visual memory is technically a visual aid, from the half-intentional gesture or facial expression to elaborate stage-management comes under this head. Again, the province of formal and conscious teaching impinges upon and overflows into the province of general information and the even remoter province of advertising. Thus the works information board is a fairly obvious adjunct to and ally of formal training-room instruction; whilst at the further extreme the industrial exhibition or trade fair is again largely concerned with the implanting of visual impressions.

There is no shortage of devices, then. The industrial trainer of staff has an abundance of them at his disposal which is limited by his own ingenuity rather than by lack of availability or finances. There is still a tendency, however, for inexperienced instructors to consider that they are doing their job well merely by virtue of the fact that they include visual aids in their training periods. They quite commonly miss the point that unless these are effectively used, their inclusion only adds to the cost of the training programme without any commensurate returns.

There are certain essential requirements of good visual aids properly used, which must be observed if it is really going to be worth paying for them and the instructor's time in rigging them up—to say nothing of the trainee's angle. They must be comfortably visible to everybody present; they must be relatively simple to use, otherwise they will overshadow the purpose of the instruction period; arising out of that same point, they must appear such a natural and essential part of the lesson that the trainees are hardly conscious of them as extraneous aids at all. Again, they must be "interpreted" by the instructor who, realising that they are in fact symbolism to the extent that they represent the real thing, takes pains to ensure that the trainees understand the symbolism, see the right things and draw the correct conclusions. **In short, they must be aids to concentration on the real purpose of the instruction period, not a diversion or a mere source of entertainment.**

Perhaps the most expensive of the visual aids, generally speaking, is the cinematograph film. A ten-minute sound film may easily cost £1,000 to produce and at least half as much again if it is in colour. Moreover, it needs expensive projection apparatus. It is only too frequently shown in a stuffy darkness uncomfortable to the trainee and inconvenient to the instructor. The way in which it treats its subject and the speed at which it deals with that subject, once recorded, are recorded for good and may be unsuitable for a particular group of trainees and in any case soon out of date. On top of all these disadvantages it has a bemusing, numbing effect on the audience which takes an appreciable time to wear off.

Yet with all its faults, the film is invaluable. It can take our trainees into places where they could not otherwise go—inside boilers, for example, or under the ground. It shows movement, which it can if necessary speed up or slow down. It

Good Visual Aids Must—

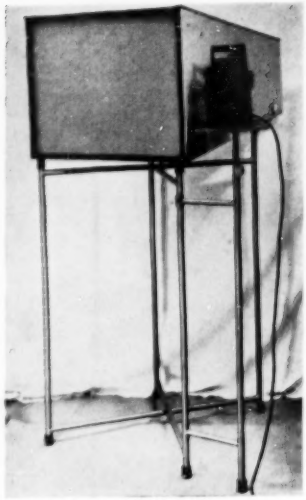
(1) Be comfortably visible to all present
(2) Be simple to use
(3) Appear a natural part of the lesson
(4) Be an easily understood symbol of the real thing
(5) Help, not hinder, concentration

brings a new voice into the training room, as well as natural sound. The instructor can retain the advantages whilst escaping some of the disadvantages by using a translucent or "daylight projection" screen which will avoid the need for blackout; by running the film "mute"—that is, with the sound shut off—which will enable him to supply his own commentary and thus make the film to some extent more elastic in treatment; by showing it in sections, interspersed with questions, elaboration or discussion; or by showing a bit of the film only.

Filmstrips

The filmstrip, which has grown in popularity to such a spectacular degree in recent years, has a number of obvious advantages. It is easy to project, needing only cheap apparatus; it is eminently portable; it is cheap to produce—many teachers nowadays make their own for a few pounds. The instructor can use it at his own speed and can hold any picture for an indefinite length of time. It is a convenient way of having a sequence of pictures illustrating a given subject.

It is, however, fixed in sequence and content, and often shown in blackout. Again, however, these troubles may be avoided by "daylight projection" and by showing parts only, instead of the whole thing. It can also be cut up and, with each frame mounted between glass cover-plates, turned into 2 in. sq. slides; this allows for the order to be changed, for frames to be left out, for new material to be put in.



(Picture by courtesy of the Educational Foundation for Visual Aids.)

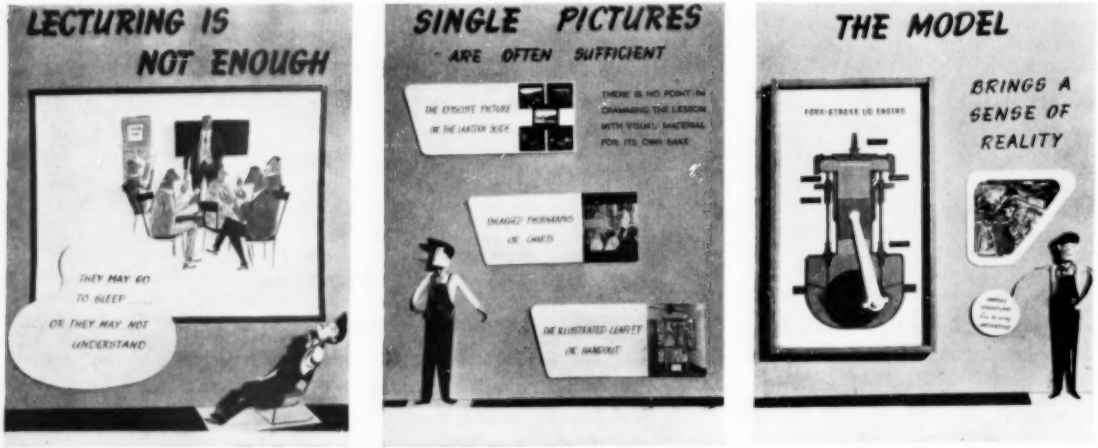
The daylight projection screen has proved an invaluable aid on training courses where there are no facilities for blackout.

In passing, we should mention the sound film-strip—a filmstrip with gramophone sound accompaniment. This is a useful publicity or sales device, but as an aid to instruction is on the whole to be rejected, mainly because it substitutes for the spontaneous adaptability of a "live" instructor the fixed and artificial voice of a machine.

The epidiascope is something of a Cinderella among visual aids. It is compounded of two machines—the diascope or lantern, which uses 3¼ in. square slides; and the episcope, which projects images of solid objects. Like so many machines which try to do the job of two, it tends to do neither with maximum efficiency and is in addition more bulky than either. It has, however, one very great service at least to offer to the instructor who likes to make his own visual aids—it provides the simplest means of producing permanent enlargements of maps, charts, diagrams and cartoons. By putting the original on the tray of the episcope and projecting an image on to a large sheet of paper or on to the blackboard and then pencilling or chalking over the image, he can produce an impressive and permanent enlargement.

Finally, and bearing very much in mind the fundamental requirements of effective visual aids, a word about charts, diagrams and other material displayed in front of the class. One of the commonest and most unpardonable faults committed by instructors is to use charts and illustrations which contain too much matter too small to be seen. It is worth remembering that even ½ in. lettering is undecipherable for many people at 30 ft. It is also worth remembering that it is confusing to have a great quantity of visual information to assimilate at once.

To sum up, good instruction can usually be improved by visual aids; but there must be enough of them and they must be used efficiently. If not, a lot of time and money is often wasted.


LECTURING IS NOT ENOUGH
THEY MAY GO TO SLEEP ....
OR THEY MAY NOT UNDERSTAND
SINGLE PICTURES
ARE OFTEN SUFFICIENT
THE EVOCATIVE PICTURE OR THE LANTERN SLIDE
THERE IS NO POINT IN CRAMMING THE LESSON WITH VISUAL MATERIAL FOR ITS OWN SAKE
ENLARGED PHOTOGRAPHS OR CHARTS
THE ILLUSTRATED LEAFLET OR HANDOUT
THE MODEL
BRINGS A SENSE OF REALITY

Visual aids proclaiming the virtues of visual aids.

YOUNG EYES ON YOUNG HANDS

A careers exhibition, sponsored by East Ham Rotary Club, in association with the local authority, was held recently to provide information for school-leavers, teachers, parents and public. Our picture shows the North Thames Gas Board's exhibit, with apprentices at work under the supervision of one of the Board's instructors.

Where "Free Expression" Is A Fixed Policy

THIS experiment in "free expression" was carried out in a family business with about eighty employees, where, owing to adverse circumstances, worker morale was low and production had suffered accordingly.

In 1949, the managing director of Best and Lloyd Ltd., decided to introduce a consultant whose published work on "free expression in industry" had impressed him. A number of meetings with employees followed, at which they were encouraged to make complaints. After two months' discussion inside the factory and with the union concerned, it was decided to change the method of payment. A pilot group agreed to substitute a controlled day-work system for the existing payment-by-results method. It proved most successful and within six months every group in the factory had asked for this system to be applied. This was the first step in making employees feel that they were treated as persons, and not just as "numbers" paid in proportion to output, and existing only for that purpose. This was followed by the introduction of a profit-sharing scheme.

A few months later, the staff were asked to nominate a representative to a management board, the other representatives being the chairman and four functional executives (sales, design, production, and office). This management board discusses all matters except wages and salaries, which would normally come before the directors of a small private company.

Detailed reports of the proceedings at management board meetings were published in the news sheet; included also were minutes of the "small group" meetings. Every single member of the company could belong to a small group if they wished. These groups were composed of twelve to eighteen people who met to sort out day-to-day problems affecting the rank and file. Meetings were held originally from 5 to 6 p.m., but were later changed to 1.30 p.m. (immediately after lunch) to 2 p.m., to meet the wishes of employees. They were held a week or so before meetings of the management board so that representatives could be briefed. There is no supervision by management of the groups, and they may discuss any subject they wish, but in practice, discussion has always been relevant to the work.

Two years later, saw another innovation; the appointment of a freely-elected personnel and welfare worker. A chargehand metal spinner, under doctor's orders to give up production work, was proposed by the management board and unanimously accepted.

The experience of this company has shown that the principles of free election, small group discussion, and direct representation at top level, work best, because those participating see that discussion about something that matters leads to practical results, and the expressions of group opinion carry weight.

(Condensed from *The Manager*, 8/53.)

Junior Board

TEN years ago, Crompton Parkinson Ltd. inaugurated a "junior board," the aim being to give the members a better knowledge of the considerations on which company policy and practice were founded and to provide a source of new ideas and potential executives.

The board has eight appointed members and two *ex officio* members. Appointments are made for periods of twelve months and are staggered so that four members retire and four new ones are appointed every six months. The company's secretary and chief personnel officer are *ex officio* members and serve continuously.

Each board elects its own chairman, who conducts the meetings which are held monthly and usually last a whole day. The agenda consists of motions put forward by members of the junior board. These must be supported by a précis of the relevant facts and arguments, and the chairman decides whether they are to be included. From time to time, the executive directors also refer to the junior board matters on which they would like an opinion. But the junior board is an educational medium, not an executive body.

Their recommendations are, however, considered by the executive directors, and the directors' views and any decision taken are reported back to them. In this way the junior board has been responsible for introducing changes in design, production methods, methods of wage payment, factory equipment and so on. In addition, the board has provided a means of finding and promoting top executives. One of the company's managing directors, and every appointed and co-opted member of its board of executive directors, came up from the junior board.

(Condensed from *Business*, 6/53.)

Lunch with the Boss

ON each of the three daily shifts, twenty-five employees lunch with the management at Timken Roller Bearing Co., Ohio. These luncheons were begun in September, 1952, and it is estimated that by December, 1953, each of the plant's 11,000 employees will have been invited.

The invitation, which is issued two days beforehand, goes first to the foreman, who passes it and hands it to the employee. About sixty management representatives are scheduled to attend the luncheons on a rota, and they go whether the meal is at 11.30 a.m., 7 p.m. or 2 a.m. There is no programme and no speeches, only a few introductions. Conversation is spontaneous and people strike up acquaintanceships on their own.

(Condensed from *Factory Management and Maintenance*, 7/53.)

From The House Magazines . . . . .

Salt for Mine Safety

Salt may help to make British coal mines safer places to work in, as has already been discovered by German mining engineers. The dust in coal mines is a constant enemy to the miner for two reasons. One is the danger of coal dust explosion, the other is the silent, stealthy danger of pneumoconiosis, which kills more men every year than pit accidents. German miners now coat their roofs, sides and floors of the mines with salt, which is periodically sprayed with water. They discovered that where salt water seeping into a coal mine had evaporated, coal dust was trapped by the salt crystals. This should help in the experiments now being organised by the Ministry of Fuel. **(I.C.I. Magazine.)**

The Twin of Cleanliness

We receive many comments on the cleanliness of our shops and vans, as well as Hallcroft Works itself, but we sometimes have reason to feel that insufficient thought is given to cleanliness's twin sister—tidiness. It is a constant battle to prevent the accumulation of unwanted papers, equipment, spare parts and old stock. Apart from the absolute necessity of using the housewife's weapon of the annual Spring clean, it is highly desirable for keen members of the organisation who wish to progress to train themselves to think if, every time they put anything down, they are putting it in the right place. **(Clarks Magazine.)**

Faith and Industry

"Churchmen in Industry" is a movement which has attracted a great deal of interest and support all over the country in the last few years. Underlying it is the belief that those who call themselves Christians should make their belief and practice more effective in their day-to-day working life.

In recent months a group of R.-R. employees at Derby, drawn from all levels of the company, have been considering how best to give those who wish an opportunity to identify themselves with the movement. **(Rolls-Royce News.)**

Paint Warming

At the Weybridge factory, where a constant stream of panels for Kardex cabinets has to be sprayed, a new method of thinning paint has been adopted. From the pressure unit in which it is prepared for the sprayer, the paint passes through tubes to a heater, consisting of coils which heats the paint to between 135° and 160°. Using this method, about 120 panels an hour can be painted instead of the previous figure of 95, as only one coat of paint is necessary. **(Remington Rand News.)**

In Cellar Cool

Members of Crompton Parkinson's Derby Sports Club recently shifted 20 tons of earth by hand in order to build a beer cellar at their H.Q. **(Circuit.)**

These girls were among the many attractions which drew a crowd of 2,500 visitors to the ninth annual sports day of the Hotpoint Electric Appliance Co. Ltd., at Fletton. The programme included something for everyone: athletic events, a fair, dancing displays, comic football matches, trick motor-cycling, music and fireworks.

Presentation to Directors

PRESENTATIONS from directors to staff are not unusual, but the situation was reversed recently when the staff of Threlfall's Brewery Co. Ltd. presented the directors with two silver vases. All members of the staff subscribed spontaneously to the purchase of the vases, which carried the following inscription: "Presented to the chairman and directors by the staffs (Liverpool and Salford) of Threlfall's Brewery Co. Ltd., as a token of their esteem and appreciation and to commemorate the Coronation of Her Majesty Queen Elizabeth II."

(Condensed from *The Director*, 8/53.)

Remembrance Day

EVERY year on April 30, the employees of Armco Steel Corporation, Ohio, celebrate their founder's day by doing somebody a good turn. No unveiling of placques or celebration banquets for them.

This year they rolled up their sleeves, carried ladders, paint pots and brushes, rolls of linoleum, etc., to a County orphans' home, and proceeded to repair the chairs, lay the lino and redecorate the dormitories. They gave their own money, time and labour to do the job, and when it was finished they gave the children a party, with music, games and plenty to eat for everybody.

(Condensed from *Occupational Hazards*, 4/53.)

Scientific Approach

AN accident is an unplanned, unwanted occurrence. To apply effective control, therefore, it is necessary to investigate the causes of that occurrence. The accident may have been due to the existence of unsafe conditions or to unsafe methods of working. In short, the work was not being performed in the correct manner.

There are only three basic reasons why a workman fails to use the correct work method: he lacks the knowledge or skill; he is physically or mentally unsuited to the job; he has a wrong attitude. Having ascertained the reason why the man worked in an unsafe manner, correction can be aimed at a specific cause. If he lacked the knowledge or skill to do the job, he must be taught the correct method. If he was mentally or physically unsuited to the work he must be transferred to other work, and if his attitude is wrong he must be appealed to, persuaded, or, if necessary, disciplined. One important step remains, and that is, whatever corrective methods are employed, they must be adapted to suit the characteristics of the individual concerned.

(Condensed from *Safety Maintenance*, 7/53.)

Safeguarding the Factory Worker—2

Hands and Arms Protection

By W. J. S. GRAHAM
Safety Officer, Clayton Aniline Co. Ltd.

In this, the second of his articles on safety in the factory, Mr. Graham describes the types of gloves used in industrial operations, and discusses the particular functions of each.

MORE injuries are sustained by the hands than by any other part of the body. The majority of these injuries could be prevented at a price and this price is not to be reckoned by reference alone to the cost of gloves. Some of the points to be considered are lack of sensitivity, fumbling, dirtiness and dermatitis. This means, therefore, that gloves have to be bought only after careful consideration of the nature of work to be done whilst they are being worn. It may mean that an alteration or an additional tool may be required so as to enable the work to be done with gloves with the same rapidity as without them. An example of this point is the use of a magnetic separator for metal sheets. Thin sheets can then be handled with ease by a person wearing leather gloves.

Materials

Besides leather and rubber, gloves can be obtained in cotton wool, supported and unsupported plastics and asbestos. In some cases they will be of a composite construction as an aid to flexibility with fabric backs and leather facings. In others, metal will be used on the parts where wear is heaviest.

Types

Fingerstalls in rubber and plastics are valuable where the injuries are confined to the tips of one or two fingers. They offer little impedance to sensitivity, frequently improve it and are cool to wear. Hand leathers, particularly those without a thumb and which consist of an oblong piece of leather or rubber with a slit in one end through which the hand can be passed, are most useful for many types of work. When required, the leather protects front hand and at all other times is at the back of the wrist thus leaving the hands free for any other work. Although generally referred to as "leathers" they are frequently made from rubber or cloth. They are the lowest cost hand protectors and give excellent service on a wide variety of heavy jobs. Much wider use could be made of these than at present. One possible reason for their lack of popularity is their cheapness. Gloves can be divided into two main types with an infinite variety of styles and materials in each type, fingered gloves and mitts.

Sensitivity

In many jobs the worker contends that he needs more sensitivity and a greater feeling of "touch" than the job actually requires. The only way to decide this argument is for an experienced person actually to perform the work whilst wearing the gloves which it is intended to issue. If it can be demonstrated in advance that the work can be done whilst wearing gloves, objections will not be raised. If it is possible to use a slightly heavier glove than the one now in use, it will probably be found that the cost of gloves per man year will be greatly reduced. The writer has found, for example, that in a chemical works it has been possible to substitute the heavy-weight plastics glove for the standard weight in over 95 per cent of the operations. These gloves only cost 16 per cent more but their life is over 100 per cent longer. At first there were a few complaints about the lack of sensitivity but, when it was pointed out that other people were able to carry out similar work whilst wearing them, the objections ceased. In a few instances it is necessary to wear very thin rubber gloves and these should be available on loan for the particular job or operation.

Cleanliness

Unless supervision is thorough, it will be found that on dirty jobs when gloves are issued that the plant handrails and door handles become very dirty. When a person's cleanliness depends on his not getting the material on his hands he will be careful in handling and in seeing that it does not get all over his tools. Issue gloves and the personal cleanliness incentive vanishes and one finds that dirt and material are being transferred to everything that the gloves touch.

Dermatitis

Gloves, unless made from an open woven material, are hot in use, and the hands perspire freely, especially if the gloves are tight fitting like thin rubber gloves. Moreover, the product being handled may get inside the glove and will thus be in close contact with the skin. These points have been known to cause skin troubles; in the majority of cases, however, attention to personal hygiene and clean and careful working will eliminate the problem.

(Continued on next page.)

Skilled hands are the worker's livelihood and one of the really indispensable assets of the factory. The main problem is ever how to combine delicacy of touch with adequate protection.

(continued from previous page)

Leather Gloves

Probably the most widely used glove and frequently the worst made. A British Standard is available and reference should be made to this in order to find the most desirable types of gloves for use in industry. It is trite to observe that the better the leather the longer the life of the glove, but it must be remembered that better workmanship is likely where there is good material to work with. A hide glove will be stronger, better stitched and cut than one made from a cheap split. Insewn seams last longer and are more flexible and comfortable in wear. Where the seams are not insewn, it is worthwhile having them reinforced with wire as well as with cotton stitching. From an examination of worn gloves it is often possible to see where an extra layer of leather reinforcement can be applied, but it must be realised that this will result in a loss of flexibility. The wearing surface of gloves can have various types of metal reinforcement such as staples, bifurcated rivets, "chain mail" and metal segments. The last two are very useful when much handling of heavy and rough edged material is involved. For welders chromed pigskin gloves are now available; hot metal splatter does not stick to this type of glove which has also a long life.

Fabric Gloves

Cotton gloves are often used for light assembly jobs. They are cheap, easy to keep clean and if the right weight is used give reasonable protection against minor cuts. In the chemical industry mitts are frequently made from scrap pieces of filter cloth. These are strong and the only cost involved is that of making up which is about 6d. to 9d. a pair. Moleskin gloves which are made from cotton are quite useful on warm jobs as they do not burn easily. Wool gloves are usually made from felt and are required on cold work and refrigeration processes. Because of their thickness, they are generally clumsy and are normally of the mitt type for extra warmth.

Plastics Gloves

Light, standard and heavyweight P.V.C. gloves are now used in many industries. At the moment a new type of light glove is being introduced to the market. This is a fabric glove coated with P.V.C. It is available in two weights, a smooth for light duty and a rough finish for heavy work. The relatively open woven fabric of the back ensures coolness in wear. Plastics gloves can reduce the cost of a work's glove expenditure because of their long life and versatility. Unsupported P.V.C. gloves can also be obtained; they are, I think, stronger than a similar weight rubber glove, but when used in a laboratory have been found to be very slippery.

Rubber Gloves

The only type of glove approved for protection of electricians against shock is made from rubber. They must be tested at frequent intervals to ensure that they still afford the standard of insulation for which they were designed and they must also be stored properly, not being thrown into a tool box. For laboratory work rubber is still the most popular material although a high grade light P.V.C. glove is now being used. Light cotton gloves dipped in rubber are popular for certain assembly and repetition work. They last considerably longer than cotton gloves.

Asbestos Gloves

These are generally made from woven material and wire stitched. They can also be purchased in a knitted form which greatly reduces the awkwardness encountered in wear. A further advantage with the knitted glove is that double threads can be used where wear is greatest.

Barrier Creams

These are within their limits very desirable, but are frequently expected to give a greater degree of protection than the manufacturers ever contemplated. It is a matter which, in the writer's opinion, should be discussed in a separate article by a doctor.

Hand Cleansers

With the development of the sulphonated oils, many cleansers based on these and other materials have found their way into industry. They are most useful as it is now possible for employees to clean their hands without recourse to white spirit, paraffin or harmful gritty abrasives.

Where the Pay Packet Boosts Output

A job like this demands a real incentive.

(continued from page 164)

labour are characterised by frank, straightforward discussion and the presentation of full information on all activities and problems. On the works' industrial council are no fewer than seventy-two members, thirty-six of them elected by secret ballot and thirty-six ex officio members. One notable feature of the council's work is on industrial safety and, through unremitting propaganda by poster, word of mouth and other means, they have infused a similar enthusiasm into the workers themselves. The entire works is now intensely 'safety conscious' and it has one of the lowest accident rates in the United Kingdom.

Other features, such as the works canteen, the recreation club, sports field and so forth, round off a picture of a virile, intelligent and highly successful venture in personnel management, a venture whose basic axiom is "look after the pay packet first and the battle is largely won." Or, in the words of Mr. Stokes himself:

"Employers can only get the best out of their men by explaining what they want done, why they want it done, and ensuring that the men get a fair share of the swag."

Colliery Stages Prototype Civil Defence Exercise

By DENYS HAMILTON

At Glapwell colliery, Sherwood Forest, as with so many others, defence of the pit is inextricably bound up with defence of the village. Thus, a recent civil defence "operation" there, staged by the National Coal Board's Civil Defence organisation, was doubly important. It was the first full scheme of its kind and those in charge were well satisfied with the exercise, carried out largely by colliery volunteers.

AT 10.30 one Saturday morning this summer, the siren of Glapwell colliery, on the borders of Sherwood Forest, blew a warning. Six hundred yards below the surface, and unconscious of the activity above, the Saturday shift were at work, adding their voluntary quota to the nation's coal stocks. As the siren's note dwindled away, three explosions shook the pit-head buildings. "Enemy Aircraft" had dropped "H.E. bombs," and the Glapwell civil defence exercise was on.

The first fully operational scheme of the National Coal Board's Civil Defence organisation, Exercise Glapwell, had been planned by the East Midlands division to provide an opportunity for:

1. The various civil defence sections to work together and get a better idea of how each fitted into the complete C.D. scheme.
2. H.Q. section at area and pit level to test their liaison with each other; and
3. Finding out the difficulties likely to be encountered if casualties had to be retained locally. This could happen if the hospitals at Chesterfield, Nottingham or Mansfield—the three nearest big towns—became overcrowded, destroyed or inaccessible.

Item 3 was especially important. With its workers' houses clustered close to the gates, Glapwell (like most other collieries) presents a peculiar difficulty. The life of the pit and the life of the village are closely interwoven, and the colliery manager is in many ways the "squire" of the village. "When they've got a problem," says Glapwell's manager, T. M. Cope, "they come for the answer through my office door." Defence of the pit, therefore, is inextricably bound up with the defence of the village. If catastrophe hit the colliery, it would almost certainly hit the village as well. And the slender first-aid resources of both might well be overwhelmed if evacuation of casualties could not be smoothly maintained.

To The Last Detail

The exercise was meticulously planned. G. L. Brown, the Divisional Civil Defence Co-ordinator, produced the overall scheme, which was then discussed with Mr. Cope and his section leaders. From these discussions emerged the final plan. An operational order was prepared, and from this, exercise instructions were compiled and issued to control and to all section leaders.

In the operational order, all "producers" (of whom more later) and the controller were instructed to meet in the control centre (the manager's office) to report preparations complete and to synchronise watches. On the sounding of the siren, all members of services were to take up their positions in their headquarters. After the explosions, at 10.30 a.m., "aircraft are still circling around, and it is impossible to reconnoitre. On the first explosions, the fires will be lit. Aircraft continue to circle until 10.37 a.m., when further bombs are dropped, and the aircraft leave. Wardens will reconnoitre damage done and send in proper reports." At 10.47 a.m., the siren sounded the "All Clear."

Then came the "incidents." Incident No. 1 was located on the roof of the pithead baths which had been used as a post for two fire-spotters. After the explosions, nothing was heard from these men. The wardens found that both had been "injured" to such an extent that they had to be lowered to the ground in a horizontal position.

The shelter at the rear of the pithead baths was the scene of incident No. 2. This shelter was full of workmen. An H.E. bomb was assumed to have exploded nearby, demolishing the north entrance. Some of the persons occupying the shelter were buried in the debris, others were injured. The rescue party had to remove debris and recover casualties, treat them as necessary and arrange for their removal to the first-aid room.

The fire hut (assumed to be an occupied building) was used for incident No. 3. All the occupants (stated the orders) had escaped except one. The smoke was so dense that remote breathing apparatus had to be worn by the person making the search for this man.

Two people had to be rescued from the pump house, site of the fourth incident and "partially demolished by a bomb." In the disused rope race adjacent to the colliery fire hut, the rescue team had to search for a workman who was known to have been in the building at the time the "bomb" fell and "demolished" it. Nothing had been seen of the man since the explosion. That was incident No. 5.

A dummy casualty, placed under debris with a foot protruding, was the focal point of the sixth incident. The dummy had to be found.

No. 7 was a teaser for the fire team. A roaring fire was lit 120 yards south of the fire hut, and this was supposed to be a building full of inflammable material which had been ignited by one of the bombs. A fire

(*Continued on page* 178.)

A "Casualty" is removed from a shelter entrance. He is being taken to the colliery first-aid centre.

T.U.C. Conference View:

Management Not A Trade Union Function

Many matters of common interest to management and workers came up for debate at last month's T.U.C. Conference at Douglas. Our correspondent at the Conference here discusses the most important of these.

By SUSAN KING-HALL

PERHAPS the most important Congress decision was the overwhelming rejection of the policy of trade union participation in the management and control of nationalised industries.

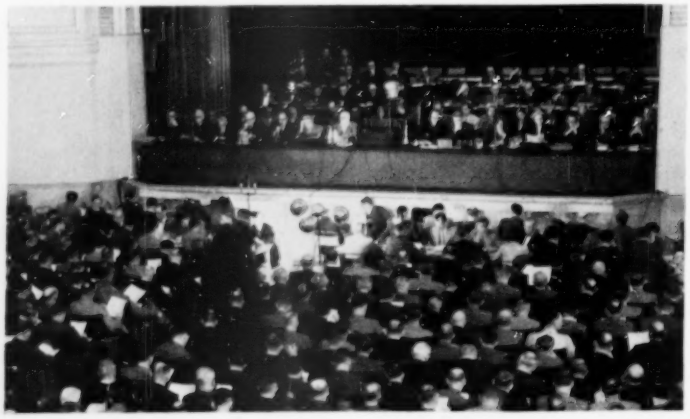
The motion by Mr. J. R. Campbell of the National Union of Railwaymen demanded that half of the executive positions should be occupied by trade unionists drawn from the unions in the industry concerned. The selection of men for managerial and administrative positions should be a joint responsibility of management and trade unions. The actual training, however, should be a managerial responsibility.

It was argued that, if a man was able to rise from the ranks to a high position in his union, he was competent to take his share in the control of the industry in which he was employed. In addition, his knowledge of the views and feelings of the rank and file would enable him to make an extremely valuable contribution to the work of management.

On behalf of the General Council, Mr. Ernest Jones, of the National Union of Mine Workers, opposed this. He said that the Union's function was to protect the workers' interest against management, and if a trade union official formed part of the management, he could not perform his function as a trade unionist. He mentioned that the National Coal Board was now giving a hundred scholarships to miners' sons and others, in order that they could train as managers and executives. Promotion to management, therefore, was already open to capable people without the necessity of jeopardising the true interests of the trade union movement.

No Wages 'Nationalisation'

A motion asking Congress to press for a "legalised minimum living wage linked to a revised and accurate cost-of-living index" was also defeated. It was moved by Mr. R. Edwards of the Chemical Workers' Union, who said that its purpose was to take the question of wages and prices right out of industry so that trade unions could concentrate on incentives. Bargaining industry by industry should be replaced by nation-wide policy decisions. At present, unions were wasting their time by fighting to keep wages level with the cost of living. "Why waste our energy on this when we have such a vast job to do?" he said.



A view of the Douglas Conference in session.

A motion on social services by Mr. W. J. Carron of the Amalgamated Engineering Union was referred to the General Council. It called for unemployment benefit for anyone out of work as a result of a trade dispute; for removal of the term "misconduct" from unemployment regulations; for payment of industrial assurance benefit to insured people on the way to and from work; for the abolition of the prescription charge; for a minimum of three days' sickness benefit to be paid from the first day of sickness; and for a substantial increase in all benefits, pensions and allowances without any increase in contributions.

The questions of social insurance and industrial welfare were debated in considerable detail by Congress. Mr. A. Roberts, on behalf of the General Council, told delegates that no part of the General Council report affected their lives more closely than these. He pointed out that, while the General Council continued its efforts to restore social insurance benefits to their earlier value, the growing burden of pensions was an extremely difficult—an almost intractable—problem.

On the larger question of health, he said: "We do not want occupational health to be an appendage to the Health Service, but to do its proper job. Co-ordination of all the health services at the moment could be bought at too high a price and, until the general practitioner service could be enlarged, merging would be submerging. Occupational health is much more than a purely health matter. Chemists, physicists and scientists are all essential participants." Of the Ministry of National Insurance, Mr. Roberts said that it was not just a collecting and dispensing department, but had a part to play in preventive medicine through the exercise of its powers to undertake research.

The General Council's view on occupational health was not accepted by Congress without argument. Dr. Cardew of the Medical

(*Continued on page* 190.)

Government and Industry

The U.K. Manpower Pattern

MINISTRY of Labour figures issued recently put the total working population at the end of July 1953 at 23,352,000 (15,864,000 men and 7,488,000 women), an increase of 60,000 over the corresponding total for the end of last year.

Of the July 1953 figure, those in civil employment accounted for 22,214,000 (14,481,000 men and 7,373,000 women). There were 865,000 in H.M. Forces (24,000 of them women) and 280,000 registered unemployed.

Of those in civil employment, 4,077,000 were in basic industries, 8,732,000 were in manufacturing industries, including 2,520,000 in engineering, metal goods and precision instruments, and 9,405,000 in building, contracting, professional, Government services, and distributive and miscellaneous trades. Distributive trades proper absorbed, 2,649,000—that is, nearly 12 per cent of the grand total—while the figure for National Government service was 594,000 and for Local Government service, 725,000.

In the manufacturing industries, vehicle construction absorbed 1,121,000, textiles 978,000, food, drink and tobacco 884,000, and clothing 699,000. Labour distribution in basic industries was as follows: mining and quarrying 874,000, gas, electricity and water 373,000, transport 1,728,000, and agriculture and fishing 1,102,000.

Staff Consultation

AN interesting experiment in promotion procedure has been carried out during the past five years by the Post Office. This scheme for consulting staff representatives when promotions are to be made has been carried out in twenty-one offices since 1948, and has proved satisfactory to both sides of the Whitley Council.

The procedure is for the promotion board to indicate to the staff side of the local Whitley committee that a vacancy exists. The board comes to its own conclusions as to who shall be promoted, while the staff committee decide whom they will nominate. Joint discussions follow. If the choice differs, the qualifications of the candidates are carefully examined by both sides together. In about 99 cases out of 100 agreement has been reached, and in the great majority of cases the view of the official side has prevailed. Where agreement has not been reached, the promotion is made in the usual way by administrative action, but the candidates passed over in this way have the right of appeal to the regional director.

The system is claimed to have had an excellent effect on staff morale; not only has justice been done, but has been seen to be done.

Pneumoconiosis Check

AS part of its drive to stamp out pneumoconiosis, the National Coal Board is experimenting with water infusion of coal seams. Water is forced at high pressure behind the coal face and gradually spreads so that when the coal is cut, the amount of dust is considerably reduced. Experiments have been in progress for several months at a number of pits, and miners working at these pits are being examined by radiography to check the results.

Double-Day Shifts

THE National Joint Advisory Council has had under consideration the desirability of extending the double-day shift system in industry as a means of increasing production and lowering costs.

The Council recognises, however, that a general introduction of the system is not practicable, but it has asked the Minister of Labour to send a memorandum to employers and workers in selected industries to consider the economic advantages and to consider also means of compensating for the social inconvenience, such as the upset of home and family life of the workers, restrictions on social life, and on the further education and training of young workers. Employers are asked to examine the whole question, in consultation with their workers' representatives, especially in firms where it is necessary to expand production, or where expensive re-equipment is required to maintain competitive efficiency.

Technical Education

IN its report on technical education, the Select Committee on Estimates drew attention to the serious shortage of satisfactory accommodation. They also pointed out that while these conditions existed it was not possible to ensure a full return for the money being spent on technical education.

At Birmingham, the College of Technology is so overcrowded that every bit of available space in corridors, and under the platform in a lecture theatre, has to be used. In Scotland, the situation is even more serious: "Nissen huts, office premises, disused factories, old churches and schools, and even slaughter houses have been brought into service."

Among their recommendations is one that the Ministry should ask the regional advisory councils for technical education to ascertain the extent of the deficiencies, and the industries affected, to discover whether more money should be made available.

The demand for technical education continues to grow, and special reference is made to the remarkable expansion of part-time day release. Altogether, 40,000 employees were released for part-time education in 1937-38; the number was now about 300,000.

Rehabilitation Research

A NEW industrial rehabilitation unit is to be opened by the Ministry of Labour at Waddon, Surrey. It will differ from the existing units in that it will undertake special research into the rehabilitaton of disabled workers as well as the provision of practical training and exercise. The Ministry also hope to establish, through this unit, a link between the industrial rehabilitation service and national, medical and academic bodies interested in its work.

The work will be conducted on the lines suggested by the Industrial Rehabilitation Development Committee. They suggested that success in placing

T.U.C. chairman, Mr. Tom O'Brien, puts forward his point of view with some vehemence when their Conference met at Douglas last month.

(For a special report of the conference, see opposite page).

people in employment after a course of rehabilitation should not be the sole means of valuing the work of the unit. But means should be found of measuring a person's employability when he goes to the unit, and when he leaves, so that it would be possible to determine whether a person was likely to profit by a rehabilitation course.

Raising Efficiency

IN an effort to improve efficiency in the mines, the National Coal Board has been running a series of training courses for deputies. The major part of these courses was devoted to the study of human relations, and the rest of the time to the deputies' responsibilities for safety and other duties. In response to requests from the coalfields, new courses are to be started, the emphasis this time being on the safety and technical aspects of the job.

In Brief

What will be known as the Duke of Edinburgh's Conference on the Responsibility of Industry in the Commonwealth is to be held in London by the Industrial Welfare Society in 18 months' time. The conference will last ten days and delegates will be selected from young men and women from Britain and the Commonwealth working in industry and commerce.

* * *

A claim for a third week's paid holiday for salaried staff in the engineering industry has been rejected by the employers.

* * *

The staff side of the Civil Service National Whitley Council has rejected a proposal by the Union of Post Office Workers that the marriage bar should be re-introduced for women civil servants.

* * *

The Chancellor of the Exchequer has assured the T.U.C. that he will not introduce equal pay on a gradual basis in the Civil Service before negotiation with the Whitley Council on the method to be adopted.

* * *

Sanitary inspectors will in future be known as public health inspectors, if the Minister of Health adopts the recommendations of the Working Party Report which has been enquiring into recruitment and training for the profession.

* * *

An essay competition for junior employees is being promoted by the Sheffield Area Industrial Group of Ro.S.P.A. The organisers not only hope to get some ideas from young people, but hope that it will lead to more firms giving safety instruction to their juniors.

Sixty Per Cent. Civil Defence Response

"FOR the Civil Defence Corps in peace time, we need just on half-a-million people for England and Wales . . up to the end of August the Corps had recruited about 285,000 volunteers, or six out of every ten needed to form this peace-time nucleus."

These figures were given during a broadcast appeal for civil defence recruits by the Home Secretary, the Rt. Hon. Sir David Maxwell Fyfe, on September 10. Sir David began by referring to the great honour conferred on the Corps by the consent of H.M. the Queen to become its Head, and went on to mention the industrial civil defence service in which during the past two years, encouraging progress had been made in organisation and training.

Civil defence, stressed Sir David, was first and foremost a local defence undertaken by local people, though mobile columns were most necessary to go to the help of the hardest-hit areas. In all branches, training was of immense importance so that members could work as a well-organised team, whatever might come. He knew that many people would join if war came, but added, "What would be the use of any number of unorganised and untrained volunteers in such a situation?"

Dealing with the fatalism current among some people about the futility of doing anything in face of the atom bomb, the Home Secretary pointed out that the casualties and damage caused by the atom bomb were not greatly different in kind, though they were in scale, from those caused by incendiary or high explosive attack. They called for the same sort of skills from the rescue services, and for *very many* more people in these and the welfare services.

WAGES NEWS

CHEMICAL WORKERS—Under award No. 425 of the Industrial Disputes Tribunal, workers in the drug and fine chemical manufacturing industry were granted an increase over the scheduled rates of 5s. a week for men and 4s. for women, with proportionate increases for juniors. The award had effect from the first full pay period following September 4.

ENGINEERS—Shop stewards of the Confederation of Shipbuilding and Engineering Unions, at a meeting in Gloucester on September 4, passed a resolution asking members "to join in exerting power to ensure that the 15 per cent wage increase sought, is met in full." A.E.U. secretary, Mr. W. R. Green, claimed that, since January, 1948, the cost of living had risen by 41 per cent. and the standard rate of wages by 34 per cent.

MEDICAL OFFICERS — Improved rates of pay are being introduced from October 1, to attract more medical men to the Armed Forces. Medical officers in the middle ranks—major to brigadier (and the equivalent ranks in other Services)—will have increases ranging from £90 a year for a major on first appointment, to about £240 a year for a brigadier. Specialist pay for senior specialists in the Royal Navy and Army goes up by about £240 a year and there are corresponding advances for specialists in the Royal Air Force. In addition, a Permanent Commission Grant of £1,500 (taxable) is to be introduced as a temporary measure.

RAILWAYMEN — The Railway Executive rejected, on September 15, claims for a 15 per cent rise in wages advanced on behalf of 450,000 railway workers and 116,000 railway shopmen. The first claim is being taken to the Railway Staff National Council, while the unions representing the shopmen are considering the next step.

WATERWAYS STAFF—A claim for a wage increase of 15 per cent in the pay of about 22,000 employees of the Docks and Inland Waterways Executive has been put forward by the railway trade unions. A similar claim has been presented on behalf of London Transport railway staff.

From All Quarters

A NEW works laundry, costing approximately £12,000, has been opened at the Bromborough factory of Van den Berghs and Jurgens Ltd. Planned by the company's engineers and fitted out by their own craftsmen, it is designed to handle about 10,000 articles per week.

Newman Industries Ltd., Bristol, have inaugurated a provident scheme which will benefit all workers over 25 years of age (21 in the case of apprentices) who have completed three years' continuous service with the company. The company is paying all contributions, which will provide employees with a lump sum at the date of retirement. In the event of death, the sum will be payable to the dependents. The scheme, which started on September 1, grants £10 for each year of service from the date of admission, together with £5 for each year of service before joining the scheme.

In recognition of their part in establishing the success of the firm, retired employees of Carpet Trades Ltd. have been given an increase of 15 per cent in their pensions.

Cut Your Canteen Costs by Spending — on Quality

This principle was adopted by Leyland Motors Ltd. when their new canteen was recently installed. Our front cover shows a general view of the kitchen.

By L. BANHAM, A.R.San.I., A.M.H.C.I.

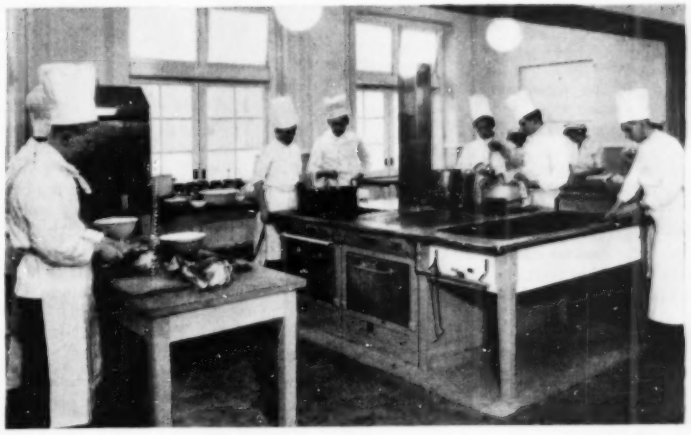
IT is a striking paradox that some firms should spend quite large sums of money on equipping their canteens with the latest and often most expensive equipment and yet are extremely reluctant to pay anything above the minimum rates to the staff. **First-rate staff will not be attracted by a minimum pay packet. Efficiency merits adequate payment and three efficient, well-trained and well-experienced men will do more work and of a higher standard than four mediocrities.** This policy of employing the best staff and paying them a higher rate of pay will not only improve the service but will ultimately save money. The better trained the cooks, the better use they will make of the available equipment and of the foodstuffs issued to them.

The number of staff to be employed in a canteen is not always easy to determine. There are wide differences between the number of meals served and the type of service given in different canteens, to say nothing of such factors as the hours during which the canteen is open and the type and adequacy of the equipment available.

The plan usually followed by experts is to find out what work is to be done, when and by whom it is to be done, and how long the work should take. Bearing in mind the equipment available, man-hours are calculated and the number of staff required is determined. Local conditions, such as the help which may be given in the cleaning of the canteen by the firm's maintenance staff, is also an important factor. Another is the Catering Wages Act and its provisions which apply to canteen staffs.

Having determined the number to be employed in the canteen, it is then necessary to distribute the duties fairly and to the best advantage. This is particularly important in the arduous chores of routine cleaning. In some of the larger industrial canteens, for instance, this allocation of duties is made on a day-to-day basis ensuring that the staff get an all-round experience within the limits of their own sphere and capabilities. Again, a cook may find a list of his duties for that day on the blackboard, a system which saves quite a good deal of time since the cook can immediately get to work.

The success of any scheme, however, depends on the person who allocates the duties on his or her knowledge of the individual capacity of each of the staff. It is a cardinal fact, moreover, that efficiency schemes and plans can only be 100 per cent successful if the employees who are concerned in them are efficient workers themselves. And it is also a fact that there are far too many workers in industrial canteens who are inefficient, but who are kept for the reason that any staff



The qualified student cook is a good investment for your canteen. Here is a group mastering their trade at the Thanet Technical College. Details of such courses are available from the Hotel and Catering Institute, 24 Portman Square, London, W.1.

For Quality Canteens

(1) Pay good staff good money

(2) Calculate how long a job should take and by whom it should be done

(3) If possible, employ cooks with good-class restaurant or hotel experience

(4) And take also qualified students from the catering colleges

(5) Take time and motion study to the canteen

(6) Have efficient equipment for efficient staff

is to be preferred to no staff at all.

Most staff are convinced they can cook and few doubt their ability to perform any other duties connected with a canteen. These two popular delusions plus the minimum rates of pay awarded under the Catering Wages Act are responsible for a lot of bad service and are together one of the reasons why industrial canteens so often do not pay.

Cooks with good-class restaurant or hotel experience are to be recommended for they, at least, will know by virtue of their experience how food should be prepared and served and how wastage is eliminated. **Most important of all they can be relied on to know the meaning of high pressure work with maintenance of a high standard.** The main point is to ensure that the supervisor knows how to use their skill and energy to the best advantage. It must not be forgotten that one good cook will not stay long in a kitchen where he has to carry two indifferent cooks who might be receiving the same rate of pay. Nor will he stay in a kitchen where the equipment has become dilapidated through neglect of repair or renewal.

There is much to be said for recruiting young entrants to the catering industry from students in technical colleges who have taken the City and Guilds of London Institute courses and are starting out as assistant cooks. The ideas of youth can be moulded, and there is less chance of trouble by way of preconceived, and often ill-conceived, notions from which so many of the older staff suffer. A blend of experience from established cooks and modern methods from trainees should fill all the gaps.

Plan Working Hours

The hours which each employee works will not necessarily be the same, for it may be found that certain duties such as washing-up and general cleaning may be adequately performed by part-time labour. It is just as disastrous to have too many staff on duty during the slack period as to have too few on duty during the rush hour. Fewer staff also require fewer meals and, in this way too, a saving is made. The staggering of working hours calls for careful thought and the cleanliness and general appearance of the canteen should in no way suffer in consequence.

Time and motion study in the canteen might well repay the effort. Some new piece of equipment or a re-positioning of existing plant might speed up work, promote greater efficiency, or remove drudgery from some operation. Efficiency is not solely dependent on adequate efficient equipment and supplies or on adequate and efficient staff but on the two combined. They both cost money and it is futile to invest in one to the neglect of the other. The greater the degree of efficiency in the canteen, the higher the standard of service. Consequently, since the best use is made of everything, the least wastage occurs and the greatest saving is effected.

Colliery Stages Civil Defence Exercise

(*Continued from page* 173.)

pump at the pump dip was put into operation, but 1½ min. after the start of pumping, it was assumed that a delayed action bomb had exploded, putting the pump out of action and injuring the operator, i.e., no further water was allowed to pass through the pump. It was then up to the fire team to find another source of water.

No trouble was spared to make the incidents and the casualties realistic. The exercise was put on with all the attention to detail given to a theatrical production—in fact, the five "producers" mentioned earlier were in charge of staging and placing of casualties. Three members of the colliery's St. John's ambulance team were responsible for faking the casualties. They had plenty to do, witness this list:

Roof of pithead baths. 1st Casualty: Fractured spine, cervical region; general abrasions and shock (severe). 2nd Casualty: Fractured pelvis and severe face wounds.

Buried at entrance to shelter. 1st casualty: Left arm torn off at elbow; compound fracture of left leg; multiple abrasions and shock. 2nd casualty: Double fracture of lower jaw; compound fracture of right leg; fracture of left thigh; severe shock.

In pump house. 1st casualty: An elderly man. Apoplexy brought on by shock. 2nd casualty: Severe abrasions to face and hands; torn clothing and severe shock.

In disused rope race. Casualty: Traumatic amputation; dirty and dusty; eyes full of dust; abrasions on face and hands.

Fire pump operator. Asphyxiated by blast—needs Novox reviver.

In addition, there were three walking cases suffering from slight abrasions and slight shock.

One of the missing men was graphically and gruesomely represented by a leg here, an arm there. Another casualty—most valuable from the training point of view—possessed a realism which must have given the first aiders quite a turn. Having lost both feet in the war, he voluntarily removed his artificial limbs before taking up his position in the debris. And thus was he discovered.

Evacuation of injured from the scene of the incident, via the colliery first-aid room, to the casualty clearing station (the St. John Ambulance Division H.Q. in the village) worked very well. But, as Mr. Cope pointed out, the C.C.S. filled up at a speed which augured ill for the future, if real trouble should occur. "I shudder to think what would happen if the Chesterfield, Nottingham and Mansfield hospitals really were inaccessible to us," he said.

The Summing-Up

Mr. Brown, Mr. Cope and Maj.-Gen. Sir Cecil Smith, N.C.B. Civil Defence Organiser, were well satisfied with the exercise, which is being taken as a prototype for all N.C.B. civil defence exercises. All the teams worked well though admittedly the rescue section had a flying start. For one thing, many of its members were formerly rescue men underground; for another, Mr. Brown has recently retired from a long and distinguished career in colliery rescue work.

Mr. Brown has thrown himself into his new rôle with the same energy and enthusiasm as he formerly applied to the saving of lives in mining disasters. In the ninety-two collieries and fifteen out-stations in his division, he has 3,058 recruits under training out of his target total of 3,461. He regards the Glapwell exercise as a fitting culmination of the months of training which the colliery volunteers have undergone. Attended by civil defence personnel, managers and agents from all over the division, Exercise Glapwell, he believes, constitutes a big step towards the achievement of his ambition: to make each pit able to defend itself as far as reasonably possible.

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New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

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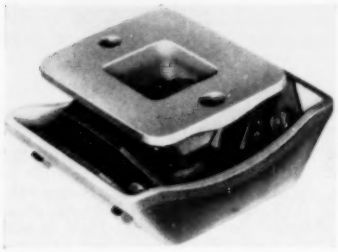
WELFARE

Anti-vibration Mounting

MOUNTINGS like the one illustrated, easily fitted under the pedestals of machines, are designed to alleviate the ill-effects of vibration on both workpeople and machines. Reduction in operator fatigue, fewer repairs to machinery and buildings and improved mechanical efficiency are among the advantages claimed for these devices.

Constructed from two castings separated by rubber members (welded to the metal), the mounting is attached

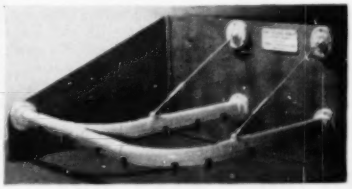


to the machine foot by a single bolt through the upper casting. The lower casting is provided with two $\frac{3}{8}$ in. holes for securing to the floor. The rubber is loaded in compression and shear so that it has a good load-carrying capacity, while the shape of the rubber members is such that the over-all height when loaded is only 4 in. Deflection under load is $\frac{1}{4}$ in. and normal carrying capacity 1 ton.

Vertical and horizontal stiffness of a set of mountings can generally be adjusted to give the best results. **(PM/677.)**

For Cubicle Curtains

A NEW curtain runway is claimed to be an advance over other methods of partitioning off any type of cubicle, e.g., changing rooms, medical inspection rooms, etc. The runway forms a U-shaped canopy over the area to be enclosed, and the suspension stems from supports which can be fastened to either the wall or the ceiling. Curtains can be drawn right back to the walls, to leave an uninterrupted floor area. The smooth contours of the



fitment minimise the collection of dirt and facilitate cleaning.

For sleeping bunks and massage couches, the runway has an additional advantage. It is almost noiseless being fitted with silent runners made of metal, bonded with fabric. **(PM/678.)**

New Folding Chair

THIS new folding chair, say the makers, is ideal for canteens, meeting rooms, etc., a special feature being that it takes up so little space. Seventeen such chairs laid on top of one another make a pile less than 36 in. high, and thirty-five chairs can be stored in the space of approximately 1 c. yd.

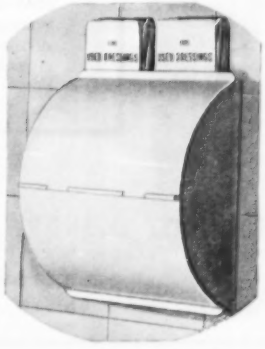
The edge of the seat is curved, and the metal bar across the back of most other types of folding chairs is not necessary in this particular make as the back legs are curved to fit into the front support, and each side of the chair is entirely separate. **(PM/679.)**

Silent Bucket

FACTORY cleaners will welcome this novelty. It is a bucket which eliminates clang and clatter, is light to carry, and will not rust. Made in plastics, the bucket holds $1\frac{1}{2}$ gal., has coloured, removable handle, and can be had in plain milky white or marbled with red, green or blue. **(PM/680.)**

For Hygienic Disposal

THIS new bin meets the need for the discreet, speedy and hygienic disposal of sanitary and medical dressings in bathrooms and toilets. Advantages claimed are—all handling is eliminated, no blocked drains, and, above all, a thoughtful provision. Two slots at the rear hold an adequate supply of printed bags which, after use, are placed in the top half of the bin. Collection is by way of a simple catch at the base which releases the lower flap. Finished in white enamel, or supplied in special colours at extra cost. **(PM/681.)**



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SAFETY

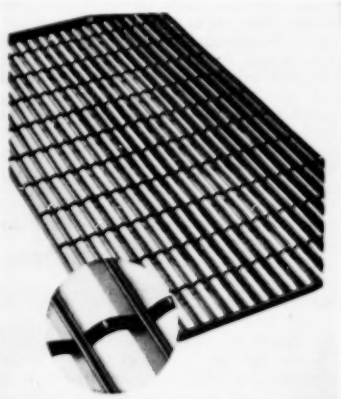
Chic Protection

WOMEN at work have less and less excuse for refusing to wear safety shoes. Consider this latest design of welted shoe, with neatly concealed steel toecaps. The brown leather uppers with apron fronts are attractively gimped and punched. Note the adjustable leather straps and fancy (gilt) buckles.

The shoes are leather lined to the toes, and have leather soles and rubber top-pieces. **(PM/682.)**

Safety Flooring

TO provide the maximum amount of safety and at the same time to let natural light and fresh air through, one manufacturer has developed these ingenious floor panels and stair treads. They consist of a longitudinal arrangement of mild steel bars, pierced at regular intervals by transverse rods, pressed and locked into a U-shape. Thus, cutting and shaping have been simplified without the sacrifice of strength, while raised nipples on the transverse rods provide an additional



grip for the feet and prevent any risk of slipping.

Quite intricate contours and shapes—to fit around stanchions and obstructions—can be provided, complete with welded marginal edging bars. **(PM/683.)**

Safeguards Hands

QUITE apart from protecting the worker's hands against dermatitis a new "wet" barrier cream has a particular appeal to all women operatives whose job necessitates their putting their hands in water frequently.

The makers guarantee that, with the aid of their product, the most harsh soaps, detergents and bleaches, soot, ashes, dirt and grease can be handled without soiling the hands or making them rough and red. For both wet *and* dry work, the "wet" cream can be used in conjunction with the same company's "dry" barrier cream. **(PM/684.)**

Flexible Goggles

THE frames of these goggles are moulded from flexible P.V.C. and are durable, non-corrosive and have sound insulation and non-irritant properties. They cannot be attacked by chemicals or oils. The frames are produced in cream or green. These goggles can be worn over all prescription

spectacles and a much wider and larger field of vision is said to be given to the wearer. A good fit is also ensured by the use of injection-moulded P.V.C.

The lenses, being made of extra thick and shatterproof cellulose acetate, are available in either clear or green anti-glare shades. **(PM/685.)**

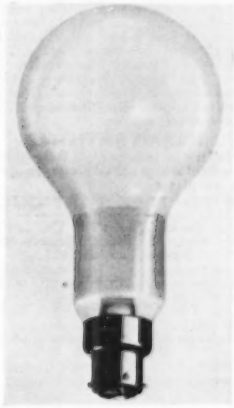
LIGHTING

Natural Colour Lamp

IN this latest mercury discharge lamp, the colour distortion which has always been associated with high-pressure mercury lamps has been eliminated, it is claimed. This colour distortion has been evident when viewing the human complexion, many foodstuffs and red or reddish objects.

The improvement now effected is due to the use of a new type of phosphor coating on the inside of the bulb. This coating is an efficient emitter of red light when subjected to ultra-violet radiation. The red light blends with the blue-green radiation from the mercury vapour in the arc tube to produce a light which not only approximates to a white light in appearance, but renders objects in a more natural colour than is usual.

These lamps should be useful for the lighting of factories, goods yards, bus stations and garages. **(PM/686.)**



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SOME OF THE CONTENTS

Briefly, the contents include: How Welfare Began—Historical Survey and Appreciation; Make-up of the Industrial Welfare Officer; Plan for a Welfare Department; Social and Other Liaisons. Background Information; Recruitment and Induction; Education and Training; Films and Visual Aids in Training and Welfare; Putting the Worker in the Picture—The House Magazine; Industrial Health; Industrial Hygiene; Industrial Catering; Industrial Accident Prevention; Colour's Aid to Welfare; etc. etc.

ILLUSTRATIONS

"Welfare in Industry" is fully illustrated with helpful and practical diagrams, specimen forms and plates.

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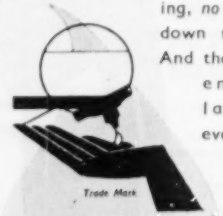

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HEATING

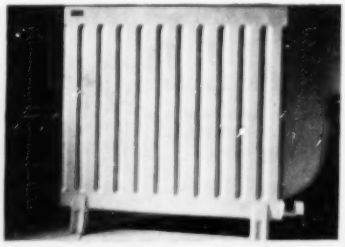
Overhead Warmth

OF a new design, this overhead radiant heater incorporates flameless radiant gas burner elements and provides a continuous downward flow of heat. The elements enable the heater to be tilted from 30° to 75°. In very lofty factories the heaters can be fitted at high-level at maximum tilt, thus giving a wide distribution of heat. The heaters are available in two sizes for wall or suspension fitting. **(PM/687.)**

Small Room Heater

LATEST in a range of oil-filled space heaters is this portable panel radiator. It is especially suitable for the works surgery interviewing room, small office and so on, and is available in ½ and 1 kw. sizes.

With a pressed steel body tested to 100 lb. per sq. in., this radiator contains heat transfer mineral oil, hermetically sealed. The element is enclosed so that there is no visible heat or



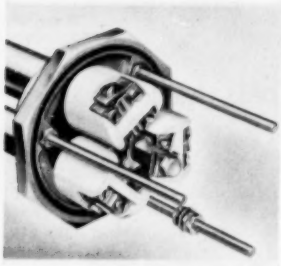
flame. Radiator temperature never exceeds 160° F., and the metal can thus be touched without danger. This low temperature heating principle results in an even warmth, without "patchy" heating.

The radiator can be switched off in peak periods as the oil retains heat for a considerable time. **(PM/688.)**

Immersion Heater

A 9 KW. immersion heater has been developed which provides, at little installation cost, a simple means of converting to electric heating industrial water tanks and cylinders which are at present heated by solid fuel. A weatherproof cover with a 1 in. conduit entry is fitted.

The brass head of the heater carries three tinned heating element tubes, brazed in position, from which the cartridge elements can be easily withdrawn without draining the container. The construction of the embedded elements ensures that the heating spirals are protected from oxidation, and operate at a temperature calculated to provide a trouble-free life. **(PM/689.)**



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CANTEEN

Wipe It Off

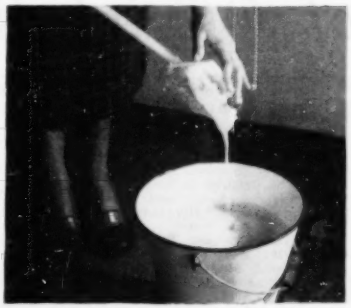
HERE is a new gadget for the canteen kitchen. Its main purpose is to do away with the unsightly rags which are often kept about for dirty jobs.

Consisting of crêped paper towelling made specially for kitchen use, it is supplied in a container which allows exactly the amount required to be torn off. There seems ample justification for the maker's claim that it "saves

cloths, towels, washing—and money."

In addition to its use for cleaning the grease and refuse off plates, etc., the towelling is suitable for polishing glass, silver and brass, wrapping sandwiches, and for securing vacuum flask corks. **(PM/690.)**

Easy to Manage



THIS mop is suitable for the small canteen or workshop, where a heavier type of equipment is not necessary. It is designed to wash windows, painted walls, ceilings, and floors. To rid the deep sponge-head of water, finger pressure is applied (see illustration). **(PM/691.)**

Potato Peeler

THIS machine is claimed to peel 3 lb. of potatoes in a minute. It will also do carrots, turnips, onions, etc.

Its action is extremely simple, consisting of a revolving abrasive plate which rolls the potatoes over and over, at the same time throwing them against the abrasive side wall. The peel and dirt are quickly scraped off and the water flushes it away into the waste trap underneath. This is easily removable for emptying. The makers also say that it is self-cleaning and rustless throughout. **(PM/692.)**

Toilet Roll Holder

LAST month reference was made on page 134 to a new self-fixing toilet roll holder (PM/676). Method of fixing was described as being by "suction pad." In actual fact, the holder is fixed to tiles, glass, plaster and wood by means of a wood block moulded into the plastic moulding. The surface of this block is covered with a re-moistening adhesive which ensures a strong and lasting bond with all surfaces.

Dry Hands in 30 seconds

with the

Broughton Patent

Electrically controlled Hand Dryer

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 1195. **The British Transport Commission (Compensation to Employees) Regulations, 1953,** dated July 31, 1953. Made by Minister of Transport under Section 28, Transport Act. *H.M.S.O.* 6*d.* (Provides for payment by the Commission of compensation to employees who lose their jobs or suffer reductions or loss in pay or pension rights as a result of the Transport Act, 1953, which provides for transport denationalisation, *etc.*). Operative from August 14, 1953.

No. 1126 (C.4). **The National Insurance (Industrial Injuries) Act, 1953 (Commencement) Order,** dated August 1, 1953. Made by Minister of National Insurance. *H.M.S.O.* 2*d.* (Enables the Minister under subsection 4 of section 9 of the National Insurance (Industrial Injuries) Act, 1953 (a) to set out that it shall come into operation on August 7). Operative from August 7.

No. 1227. **National Insurance (Industrial Injuries) (Transitional Provisions and Consequential Amendments) Regulations, 1953,** dated August 1, 1953. Made by the Industrial Injuries Joint Authority and the Minister of National Insurance. *H.M.S.O.* 4*d.* (Makes provision for dealing with transitional cases affected by the changes in the conditions for disablement benefit made by the National Insurance (Industrial Injuries) Act, 1953. They also contain amendments of regulations made under the National Insurance (Industrial Injuries) Act, 1946, consequential on the passing of the 1953 Act.) Operative from August 7, 1953.

No. 1296. **The Airways Corporations (Radio, Navigating and Engineer Officers Pensions) Regulations, 1953,** dated August 19, 1953. Made by the Minister of Civil Aviation. *H.M.S.O.* 6*d.* (Regulations set out details, rules and conditions of B.O.A.C. Pension Scheme.)

No. 1305. **The Retail Food Trades Wages Council (England and Wales) Wages Regulation Order, 1953,** dated August 24, 1953. Made by Minister of Labour and National Service. *H.M.S.O.* 9*d.* (Sets out new statutory minimum remuneration and supersedes Order (R.F.C. (11)) as amended.) Operative from September 21, 1953.

No. 1315. **The Fire Services (Ranks and Conditions of Service) (No. 2) Regulations, 1953,** dated August 24, 1953. Made by Minister for Home Affairs. *H.M.S.O.* 3*d.* (Amends the Fire Services (Ranks and Conditions of Service) Regulations, 1948, and makes provisions covering hours of duty for control room officers-in-charge, and for sick leave and travelling expenses.) Operative from September 1, 1953.

No. 1516 (S. 104). **The Fire Services (Conditions of Service) (Scotland) Amendment Regulations, 1953,** dated August 24, 1953. Made by Secretary of State for Scotland Office. *H.M.S.O.* 3*d.* (Amends certain conditions of service in the Scottish Fire Services as set out in the 1948 Regulations, relating to hours of duty of control room officers-in-charge and to sick leave and travelling expenses.) Operative from September 1, 1953.

Draft. The Iron and Steel Foundries Regulations, 1953. Made by the Minister of Labour and National Service. *H.M.S.O.* 4*d.* (Provisions for promoting safety and cleanliness in workrooms, and covers arrangements and storage of plant and materials, work near cupolas and furnaces, gangways and pouring aisles, dust and fumes, protective equipment, bathing facilities and clothing accommodation.) Operative from January 1, 1954.

INDUSTRIAL COURT AWARDS

No. 2464. **Distributive Trades.** Reference: Claim for wage increases ranging from 7s. to 6s. a week for workers in N.A.A.F.I. messing stores and retail shops. Award: Claim not established. (26/7/53.)

No. 2465. **National Health Service.** Reference: Claim for higher rate of subsistence allowances for staff of mass radiography and blood transfusion units. Award: Claim not established. (4/8/53.)

No. 2466. **Ballast and Sand Industry.** Reference: For wage increase of 3d. per hour for C. Class drivers and proportionate increases for watchmen's rates. Award: Increase of 1½d. per hour for drivers, with proportionate increases for watchmen. (6/8/53.)

No. 2467. **Road Haulage Wages Act.** Reference: Dispute concerning rate of wages paid to a road haulage worker employed by a firm of brewers. Award: The Court found that the firm were paying a fair rate of wages. (17/8/53.)

No. 2468. **London County Council.** Reference: Claim for increase on basic salaries up to and including £600 a year—from 20 to 40 per cent; on basic salaries from £600 to £1,200—20 to 40 per cent on the first £600 and from 17½ to 40 per cent on the remainder. Award: That basic salaries of £500 a year and above, be increased by £25, and basic salaries below £500 a year to be increased proportionately. (19/8/53.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 389. **Question as to the Observance of Specified Holidays with Pay Schemes by a Builder and Contractor in London.** Claim: For observance by employers of terms of agreement for the building and civil engineering contracting industries dated October 28, 1942, as amended June 25, 1947. Award: In favour of claim. (10/7/53.)

No. 390. **Question as to Observance of Specified Holidays with Pay Schemes by a Builder at Welling, Kent.** Claim: For observance by employers of terms and conditions of agreement for the building and civil engineering contracting industries dated October 28, 1942, as amended June 25, 1947. Award: In favour of claim. (10/7/53.)

No. 391. **Remuneration of Maintenance Engineering Workers Employed by a Firm of Seed Crushers and Oil Millers at Erith and Silvertown.** Claim: For wage increase of 2d. per hour. Award: Wage rates for fitters to be increased to 162s. 6d. per week and for platers to 167s. 11d. per week; rates for mates were referred back to the parties for negotiation. (10/7/53.)

No. 392. **Rates of Wages in the Gelatine and Glue Industry.** Claim: For wage increase of 3d. per hour for men and women, with proportionate increases for juniors. Award: Increase of 1½d. per hour for men and 1d. for women, with proportionate increases for juniors. (10/7/53.)

No. 393. **Remuneration of Clerical Workers Employed by a Firm of Plastic Engineers in South Wales.** Claim: For salary increases. Tribunal awarded as follows: Salaries of female clerical workers to be increased by amounts ranging from 10s. 6d. per week at 21 and over, to 3s. 6d. per week at 15, as from December, 1951. Further increases ranging from 6s. 6d. per week at 21 and over, to 1s. 9d. per week at 15, to be paid as from December, 1952. (10/7/53.)

No. 394. **Remuneration of Certain Workers Employed on a Particular Contract by a London Firm of Plumbers and Engineers.** Claim: For payment of 3d. per hour dirty money. Award: Claim not established. (14/7/53.)

No. 395. **Application of the Guaranteed Week Agreement for the Engineering Industry by a Motor Company at Dudley.** Claim: That hours worked outside the normal working week should be disregarded in the computation of payment for the guaranteed week. Award: Claim not established. (15/7/53.)

No. 396. **Salary Scale of Clerical Staff Employed at the Chief Office of the Refuge Assurance Co. Ltd.** Claim: For improved salary scales. Award: (1) Current minimum scales for Grade I men to be increased by 5s. a week at 21 and over, and by 2s. 6d. under 21; for women by 4s. a week at 21 and over, and 2s. 6d. under 21. (2) The claim for long service increments for men in Grade I and for automatic promotion for men and women qualifying as A.C.I.I. was found not established. (17/7/53.)

No. 397. **Wages and Conditions of Employment of Workers Employed in the Truck and Ladder Manufacturing Industry.** Claim: For wage increase; for a working week of 44 hours; and for a fortnight's paid annual holiday. Award: Present wage rates to be increased by 1d. per hour; the claim in respect of the working week was found not established; the two weeks' annual holiday with pay was granted. (17/7/53.)

No. 398. **Claim for Payment for Break Periods to a Worker Employed by a Firm of Hosiery Manufacturers at Blackpool.** Claim: That break periods given to boiler-handyman should be paid. Award: The worker concerned should be paid for the break period between 9 and 9.30 a.m. (17/7/53.)

No. 399. **Terms and Conditions of Employment of Professional Football Players in England and Wales.** Claim: For specified terms and conditions of employment. Award: (1) The claim for a new agreement in the form specified was found not established; (2) The yearly contract should continue to run from July 1 to June 30; (3) The terms of a current contract should not be altered without prior reference to the player; (4) Scale of maximum weekly wages for full-time players to range from £7 (playing season) and £6 (close season) at 17, to £15 (playing season) and £12 (close season) at 20 and over; (5) Scale of minimum weekly wages for full-time players to range from £3 10s. (playing season and £3 10s. (close season) at 17, to £7 10s. (playing season) and £5 10s. (close season) at

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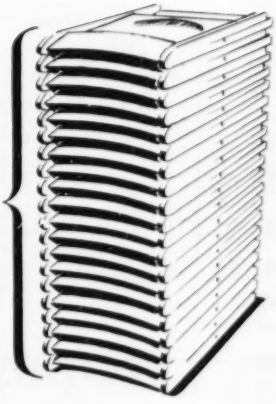

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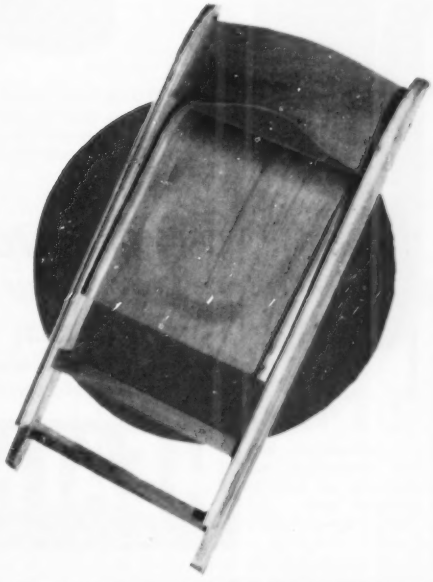

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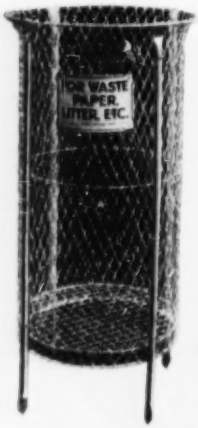

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20 and over; (6) Each player selected for international matches to receive not less than £50 per match. Other parts of the claim were found not established, but the Tribunal recommended that consideration be given to the position of players placed on the transfer list at a fee who were not in receipt of wages and who were prevented from playing for another club. (24/7/53.)

No. 400. Minimum Basic Rate for Skilled Metal Polishers Employed in the Engineering Industry. Claim: For national minimum basic rate of 66s. Award: Claim not established. (24/7/53.)

No. 401. Remuneration of Certain Chief Officers of the Portland Urban District Council. Claim: That the recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities should be observed in respect of the Treasurer and Accountant and the Engineer and Surveyor. Award: In favour of claim. (29/7/53.)

No. 402. Application of a Specified Apprenticeship Scheme to Workers Employed by a Builder and Contractor at Welling, Kent. Claim: That employers should observe terms of the National Joint Apprenticeship Scheme for the Building Industry in relation to attendance of apprentices at technical daytime classes. Award: In favour of claim. (29/7/53.)

No. 403. Working Hours, Overtime Conditions, etc., of Tugboatmen Employed by a Towing Company at Hull. Claim: For normal working week with consequential arrangements for overtime, relief turns and call-outs; that crews of tugs proceeding to sea on foreign-going articles receive rates of pay and conditions in accordance with National Maritime Board agreement. Award: The Tribunal found the claim for the introduction of the normal working week not established, but they found in favour of the second part of the claim. (5/8/53.)

No. 404. Rates of Wages and Holiday Payments in Respect of Certain Workers Employed by a Firm of Cotton Doublers in Scotland. Claim: (1) For holiday pay on basis of 6 per cent of gross earnings for the current year; (2) increase of 5 per cent on all minimum wage rates. Award: In favour of claim. (5/8/53.)

No. 405. Rates of Wages and Conditions of Employment of Transport Staffs of a Firm in the North of England. Claim: That company should observe rates of pay and conditions contained in agreement between the National Federation of Building Trades Employers and the Transport and General Workers' Union, dated March, 1941. Award: In favour of claim. (6/8/53.)

No. 406. Working Week of Certain Workers Employed by an Iron and Steel Firm at Barrow-in-Furness. Claim: For introduction of 44-hr. week into the billet rolling mill. Award: Claim not established. (10/8/53.)

No. 407. Grading of an Officer Employed by the Middlesex County Council. Claim: That pay of senior administrative assistant in the department of the Clerk of the Council be changed to grade of principal administrative assistant. Award: Claim not established. (10/8/53.)

No. 408. Wage Rates of Certain Workers Employed by a Firm of Road Transport Distributors and Warehouse Keepers. Claim: For wage increase for tally clerks and electric truck drivers. Award: Claim not established. (10/8/53.)

No. 409. Holidays with Pay of Maintenance Workers Employed in the Heavy Iron and Steel Industry. Claim: For revision of existing agreement relating to paid holidays. Award: The claim as stated was found not established, but the Tribunal awarded that the agreement be amended in accordance with the employers' offer which included the provision of a maximum of 18 days' paid holiday for craftsmen. (13/8/53.)

No. 410. Scales of Prices for Certain Work in the Basket Making Industry. Claim: That scales of prices contained in the common skip section of the national agreement for the basket making industry be deleted and all such work be costed from the appropriate scales in the general section. Award: Claim not established. (17/8/53.)

No. 411. Rates of Wages and Annual Holidays of Certain Workers Employed by a Firm of Safety Glass Manufacturers in the North of England. Claim: For increase of 3d. per hour in basic rates; two weeks' annual holiday with pay; addition of a cost of living sliding scale arrangement. Award: For increase of 3d. per hour for adults, with proportionate increases for juveniles; two weeks' holiday with pay. (17/8/53.)

GENERAL

Accidents: How They Happen and How to Prevent Them. Issued by Factory Department, Ministry of Labour and National Service, Vol. 16, New Series, July 1953. *H.M.S.O.* 1s. (Descriptions of certain accidents notified to H.M. Inspectors of Factories, at docks, factories, building operations and engineering construction, with suggestions on how these could have been prevented.

Building Byelaws. Ministry of Housing and Local Government (Circular No. 49/53) dated August 14, 1953. *H.M.S.O.* 2d. (Notifies local authorities that new draft of model building byelaws has been drawn up incorporating the new British Standard on Fire Tests on Building Materials and Structures.)

Choice of Careers (New Series No. 40). Coal Mining Managerial and Technical Posts. Prepared by Ministry of Labour and National Service. *H.M.S.O.* 1s. (Describes the main features and practices in the industry, with information about recruitment, training, conditions of employment, further education facilities and prospects for the young worker.)

Civil Defence. Manual of Basic Training. Amendments No. 1 to Vol. 1, Pamphlet No. 2. Issued by Home Office. *H.M.S.O.* 3d. (Replaces the existing Chapter VII on Emergency Feeding with new directions covering object, local plan, school meals service, catering industry and industrial canteens, improvisation, training and general.)

October Diary For Management

BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION

October

9-11 **Horsham,** Roffey Park. "Communicating Information." A. C. Leyton. (Course for supervisors.)

16-18 **Leamington Spa,** Ashorne Hill. Annual Conference. Opening speaker: Rt. Hon. Sir Walter Monckton, M.P., Minister of Labour.

26-30 **Horsham,** Roffey Park. "Work Simplification." (Course for managers, training officers and supervisors.)

30-Nov. 1. **Horsham,** Roffey Park. "Clear Thinking, Speaking and Writing." A. C. Leyton. (Course for senior apprentices and graduate trainees.)

BURTON MANOR

11-16 **Burton in Wirral.** "A Course in Clear Thinking."

11-16 **Burton in Wirral.** "Supervisory Management Refresher Course."

INDUSTRIAL WELFARE SOCIETY

1 **London,** 48 Bryanston Square, W.1. 4.30 p.m. "Speaking Successfully in Business and in Public." (Course.)

2 **London,** 48 Bryanston Square, W.1. 3 p.m. "Diagnosis of Our Times."

6-8 **Liverpool.** "Industrial and Factory Law." (Course.)

7-Nov. 18 **Birmingham.** "What to do and how to do it." (Course for foremen.)

7 **Leicester.** "Manual Lifting and Handling."

7 **London,** 48 Bryanston Square, W.1. Half-day course for the retail trade. (Multiple Stores.)

7 **London,** College for Distributive Trades, 107 Charing Cross Road, S.W.1. Retail Distributive Trade Discussion Group.

8 **Glasgow.** Canteens Course.

8-Nov. 19 **Liverpool.** "What to do and how to do it." (Course for foremen.)

9-12 **Grange-over-Sands.** Conference for foremen and forewomen.

12-Nov. 2 **London,** 48 Bryanston Square, W.1. Course for office executives.

13-Nov. 24 **London,** 48 Bryanston Square, W.1. "What to do and how to do it." Course for foremen.)

14 **London,** College for Distributive Trades, 107 Charing Cross Road, S.W.1. Retail Distributive Trade Discussion Group.

14-15 **London,** 48 Bryanston Square, W.1. "Human Relations for Senior Executives."

16-18 **Ashridge.** Conference for workers' representatives.

20 **London,** 48 Bryanston Square, W.1. Course on Canteens.

21 **London,** College for Distributive Trades, 107 Charing Cross Road, S.W.1. Retail Distributive Trade Discusion Group.

21 **London,** 48 Bryanston Square, W.1. Day Course for the Retail Trade (Departmental Store.)

(Continued overleaf.)

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28 **Manchester.** "Manual Lifting and Handling."
28 **London,** College for Distributive Trades, 107 Charing Cross Road, S.W.1. Retail Distributive Trade Discussion Group.
30-Nov. 2 **Scarborough.** Conference for foremen and shop stewards.

INSTITUTE OF INDUSTRIAL SUPERVISORS
9-11 **Missenden Abbey.** "The Practice of Supervisory Management."
16-18 **Ilminster,** Dillington House. "Human Relations, Communications and Discipline."

INSTITUTE OF PERSONNEL MANAGEMENT
2 **Harrogate.** "Selection and Induction." "Training Methods." "Incentive Bonus Schemes." (Three one-day conferences.)
2-4 **Harrogate.** National Conference. Speakers: Earl of Verulam, Prof. Maurice Kendal, Sir Andrew MacFadyean, Sir John Woods, L. Gale (President).

INSTITUTE OF INDUSTRIAL TECHNICIANS LTD.
20 **Manchester,** Engineers Club, Albert Square. "Personnel Management in Relation to Time and Motion Study." Miss M. A. Havelock.

INSTITUTE OF WELFARE OFFICERS
9 **London.** "Welfare via Fleet Street." Mrs. Marion Cutler. (*The Star.*)

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
5-9 **London.** Course in Selection Methods (1).
7 **London,** 14 Welbeck Street, W.1. 6 p.m. "The Selection of Engineering Apprentices." C. D. Stringfellow.
12-16 **London.** Course for Managers (pt. I).

PENDERLEY MANOR
12-17 **Tring.** Foremen's Course.

THE POLYTECHNIC
2 **London,** Regent Street, W.1. "The Social Techniques of Management." (Course.)

TRADE UNIONS AND MANAGEMENT

(Continued from page 174)

Practitioners' Union urged the immediate establishment of a full service, but did not want it placed under the Ministry of Labour. "Medical opinion in the country would not accept such a scheme," he said. In reply, Mr. Roberts said that the occupational health service was not only a question of medicine; its object was to provide the best kind of service for people in industry, and for this the Ministry of Health lacked the necessary background experience.

Another socio-industrial problem discussed was the provision of day nurseries. The National Union of Hosiery Workers urged that these should not be closed and that charges should not be prohibitive. Opposition came from Miss Alice Horan of the National Union of General and Municipal Workers, who said that day nurseries had originally been a wartime expedient, accepted reluctantly, and they should not be encouraged. She asked why a subsidy should be given to families with two incomes while no help was given to the mother who stayed at home with her children. She also believed that no mother with children under two years of age should be encouraged to go out to work. The resolution was referred to the General Council.

Congress decided to call for a reduction in National Service and in particular to draw attention to the "psychological changes produced in a youth's outlook by long absence from his work, and in the difficulty of resuming technical studies after such an absence."

Finally, there was that topic of the moment—productivity. On this, Mr. Jack Tanner of the Amalgamated Engineering Union warned delegates that this country was beginning to fall behind in technical equipment, and unions should take a greater interest in this and other aspects of productivity. His speech, however, fell at tea-time when more than half the delegates had "knocked off" for their customary "cuppa." Nevertheless, the visitors' gallery was full, and it is encouraging to note that Mr. Tanner's general sentiments on this matter are endorsed by the General Council.

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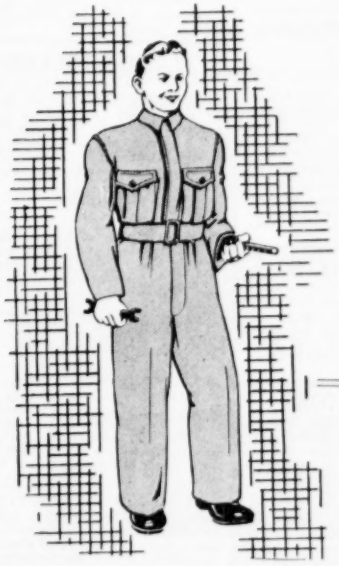

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